



AGENDA

Taranaki Civil Defence

Joint Committee

Thursday 7 August, 10.30am

Taranaki Civil Defence Emergency Management Joint Committee



07 August 2025 10:30 AM

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Whakataka te hau

Karakia to open and close meetings

Whakataka te hau ki te uru	Cease the winds from the west
Whakataka te hau ki te tonga	Cease the winds from the south
Kia mākinakina ki uta	Let the breeze blow over the land
Kia mātaratara ki tai	Let the breeze blow over the ocean
Kia hī ake ana te atakura	Let the red-tipped dawn come with a sharpened air
He tio, he huka, he hauhu	A touch of frost, a promise of glorious day
Tūturu o whiti whakamaua kia tina.	Let there be certainty
Tina!	Secure it!
Hui ē! Tāiki ē!	Draw together! Affirm!



Date: 7 August 2025

Subject: Confirmation of Minutes 15 May 2025

Author: N Chadwick, Executive Assistant to the Chief Executive and Chair

Approved by: S J Ruru, Chief Executive

Document: TRCID-1492626864-746

Recommendations

That the Taranaki Civil Defence Emergency Management Joint committee:

- a) takes as read and confirms the minutes of the Taranaki Civil Defence Emergency Management Joint committee meeting held the Taranaki Regional Council, 47 Cloten Road, Stratford on 15 May 2025
- b) notes that the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Joint Committee held at the Taranaki Regional Council, 47 Cloten Road, Stratford on 15 May 2025, have been circulated to the New Plymouth District Council, Stratford District Council and the South Taranaki District Council for their receipt and information.

Appendices/Attachments

TRCID-1492626864-699: [Unconfirmed Minutes Civil Defence Emergency Management Group – Joint Committee.](#)



Date:	15 May 2025	
Venue:	Taranaki Regional Council, 47 Cloten Road, Stratford	
Document:	TRCID – 1492626864-699	
Present:	N Walker P Nixon N Volzke N Holdom	Chairperson South Taranaki District Council Stratford District Council New Plymouth District Council (zoom)
Attending:	S Hanne F Aiken G Green S Ruru T Velvin E Malloy P Waters N Chadwick	Stratford District Council South Taranaki District Council New Plymouth District Council Taranaki Regional Council TEMO TEMO NEMA Executive Assistant to the CE and Chair

The meeting opened with a group Karakia at 10.30am.

Apologies: No apologies were received

1. Confirmation of CDEM – Joint Committee Minutes 5 December 2024

Resolved

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) took as read and confirmed the minutes of the Taranaki Civil Defence Emergency Management Joint committee meeting held the Taranaki Regional Council, 47 Cloten Road, Stratford on 6 March 2025
- b) noted that the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Joint Committee held at the Taranaki Regional Council, 47 Cloten Road, Stratford on 6 March 2025, have been circulated to the New Plymouth District Council, Stratford District Council and the South Taranaki District Council for their receipt and information.

Holdom/Volzke

2. Confirmation of CDEM – CEG Minutes 30 April 2025

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Co-ordinating Group meeting held Taranaki Regional Council, 47 Cloten Road, Stratford on 30 April 2025.

Nixon/Walker

3. Receipt of the Advisory Group Minutes- Q3

Resolved

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) received the unconfirmed minutes of the Lifelines Advisory Group (LAG) – 6 March 2025
- b) received the unconfirmed minutes of the Readiness and Response Advisory Group (RRAG) – 12 March 2025
- c) received the unconfirmed minutes of the Rural Coordinating Advisory Group – 25 March 2025.

Volzke/Nixon

4. National Emergency Management Agency Update

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum *National Emergency Management Agency Update*.

Holdom/Nixon

5. Quarterly Performance Report Q3 2025

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum, Quarterly Performance Report Q3 2025
- b) noted the contents of the memorandum
- c) approved the report.

Walker/Volzke

6. Public Feedback on the Draft Taranaki Civil Defence Emergency Management Group Plan 2025-2030

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum Public Feedback on the Draft Taranaki CDEM Group Plan 2025-2030
- b) noted the contents of the memorandum
- c) approved the amendments to the existing draft Group Plan as set out within the Taranaki CDEM Group Plan 2025-2030 Public Submission and Recommendation Report.

Holdom/Nixon

There being no further business the Civil Defence Emergency Management – Joint committee Chair, N Walker, declared the Civil Defence Emergency Management – Joint Committee meeting closed with a group Karakia at 11.17am.

Civil Defence Emergency Management

– Joint Committee Chairperson: _____

N Walker



Date: 7 August 2025

Subject: Receipt of CDEM – CEG Minutes 24 July 2025

Author: M Jones, Governance Administrator

Approved by: S J Ruru, Chief Executive

Document: TRCID-1492626864-748

Recommendations

That the Civil Defence Emergency Management – Joint Committee:

- a) receives the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Co-Ordinating Group meeting held Taranaki Regional Council, 47 Cloten Road, Stratford on 24 July 2025
- b) adopts the recommendations within.

Appendices/Attachments

Document TRCID-1492626864-950: [Unconfirmed Minutes Civil Defence Emergency Management Group – CEG 24 July 2025.](#)



Date:	24 July 2025	
Venue:	Taranaki Regional Council, 47 Cloten Road, Stratford	
Document:	TRCID-1492626864-970	
Present:	S Hanne	Stratford District Council (Chair)
	F Aitken	South Taranaki District Council
	G Green	New Plymouth District Council
	D Utumapu	Fire and Emergency NZ
	C Grant-Fargie	Health New Zealand/Te Whatu Ora
	C Scott	Ministry of Social Development (zoom joined meeting at 10.40am)
Attending:	T Velvin	Taranaki CDEM (Regional Manager)
	M Jones	Governance Administrator
	E Malloy	TEMO
	P Johnson	TEMO
	C Campbell-Smart	TEMO
	R Haveswood	South Taranaki District Council
	P Waters	National Emergency Management Agency (zoom)
	M Gillooly	National Emergency Management Agency (zoomed – joined meeting at 11.00am)

The meeting opened with a group Karakia at 10.30am.

Apologies: Were received and sustained from Greg Simmons – Te Whatu Ora, Gloria Campbell, - MSD and Steve Ruru – Taranaki Regional Council.

Hanne/Aitken

1. Confirmation of CDEM – CEG Minutes 30 April 2025

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- took as read and confirmed the minutes of the Taranaki Civil Defence Emergency Management Co-Ordinating Group meeting held Taranaki Regional Council, 47 Cloten Road, Stratford on 30 April 2025.

Hanne/Green

2. Receipt of Advisory Group Minutes

- 2.1 Todd spoke to the concerns raised from members. Relating to the Taranaki Seismic & Volcanic Advisory Group and GIS Innovation Advisory Group (GIAG).

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the unconfirmed minutes of Taranaki Seismic & Volcanic Advisory Group – 7 May 2025
- b) received the unconfirmed minutes of the GIS Innovation Advisory Group (GIAG) – 4 June 2025
- c) received the unconfirmed minutes of the Rural Coordination Group (RCG) – 17 June 2025.

Hanne/Aitken

3. Resignation of Kelvin Wright, Group Controller

- 3.1 T Velvin advised of the resignation of Kelvin Wright as Group Controller.

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum *Resignation of Mr Kelvin Wright as Alternate Group Controller*
- b) noted the resignation of *Mr Kelvin Wright from the role of Alternate Group Controller and*
- c) acknowledged the services that Mr Kelvin Wright has provided for the Taranaki CDEM Group in his time as Alternate Group Controller.

Aitken/Green

4. National Emergency Management Agency Update

- 4.1 P Waters provided a verbal update on EMSIT programme and the Resilience Fund.

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum National Emergency Management Agency Update.

Hanne/Grant-Fargie

5. NEMA Technical Review on the Draft Taranaki CDEM Group Plan 2025-2030

- 5.1 E Malloy presented the NEMA technical Review on the Draft Taranaki CDEM Group Plan 2025-2030.

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum, titled Taranaki Civil Defence Emergency Management Group Plan 2025-2030 NEMA Technical Review Report
- b) noted the contents of this memorandum.
- c) recommended the amendments to the existing draft Group Plan as set out within the *Taranaki CDEM Group Plan 2025-2030 NEMA Technical Review Report* to the Taranaki CDEM Joint Committee
- d) determined that this decision be recognised as not significant in terms of section 76 of the Local Government Act 2002

- e) determined that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with section 79 of the Act, determined that it does not require further information, further assessment of options or further analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.

Hanne/Aitken

(M Gillooly left meeting at 11.15am)

6. Quarterly Performance Report

- 6.1 T Velvin provided an update on the Q4 Quarterly Performance Report 2025.
- 6.2 A verbal update was given on the recent weather events.

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received memorandum, *TEMO* Quarterly Report - Q4 FY24/25
- b) noted the contents of the memorandum and that the report will be presented to the Taranaki CDEM Joint Committee.

Hanne/Green

7. Submissions to the Emergency Management Bill Reform

- 7.1 T Velvin gave an overview of the Submission to the Emergency Management Bill.

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum titled Submissions to the Emergency Management Bill reform processes
- b) received the submission to proposed Strengthening New Zealand's emergency management legislation and Targeted Consultation – Strengthening and enabling community participation in emergency management and New Issue – Providing Greater Oversight of States of Emergency and Transition Periods
- c) noted the contents of this memorandum and consultation feedback
- d) noted the report will be presented to the Taranaki CDEM Joint Committee.

Hanne/Grant-Fargie

8. Volcanic Programme Management Plan

- 8.1 C Cambell-Smart gave a PowerPoint presentation on the Volcanic Programme Management Plan.

Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received memorandum, titled draft Volcanic Programme Management Plan
- b) noted the contents of the memorandum
- c) recommended the report to the Taranaki CDEM Joint Committee
- d) determined that this decision be recognised as not significant in terms of section 76 of the Local Government Act 2002
- e) determined that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with section 79 of

the Act, determined that it does not require further information, further assessment of options or further analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.

Hanne/Grant-Fargie

There being no further business the Civil Defence Emergency Management – CEG Chair, S Hanne, declared the Civil Defence Emergency Management – Coordinating Executive Group meeting closed with a group Karakia at 12.07pm.

Civil Defence Emergency

Management – CEG Chairperson: _____

S Hanne



Date: 7 August 2025

Subject: National Emergency Management Agency Update

Author: P Waters - NEMA

Approved by T Velvin, Group Manager/Controller – Taranaki Emergency Management Office

Document: TRCID-1492626864-850

Purpose

1. The purpose of this memorandum is to provide an update from the National Emergency Management Agency to the CDEM – Joint Committee.

Recommendations

That Taranaki Emergency Management Joint Committee:

- a) receives the memorandum National Emergency Management Agency Update.

Appendices/Attachments

Document TRCID-1492626864-950: [National Emergency Management Agency Update](#).



NEMA Update

Taranaki CDEM Coordinating Executive Committee

24 July 2025

EMSIP Road Map

The Government has agreed in principle to the investment and implementation roadmap to strengthen New Zealand's emergency management system.

- The roadmap sets out what we need to do over the next five years. The roadmap will:
 - strengthen community leadership, ownership and preparedness
 - clarify roles, strengthen accountability, set standards, and provide assurance
 - make leaders accountable, and build a trained, exercised workforce
 - update warning systems and modernise antiquated technology and facilities.
- Key initiatives in the roadmap include:
 - Regional support teams based around New Zealand to provide surge support during and following emergencies and boost regional workforce capability.
 - A refreshed and increased Resilience Fund to empower more communities to prepare for and respond to emergencies.
 - Agreements and partnerships with businesses, iwi/Māori and community organisations to enhance local readiness.
 - Professional pathways to expand the emergency management workforce and build capability.
 - Proactive procurement and placement of critical equipment and supplies.
 - A Common Operating Picture to support shared situational awareness and decision-making.
- Cabinet has agreed to the roadmap in principle, subject to further policy work, the passage of enabling legislation, and availability of new funding through future Budgets.
- The National Emergency Management Agency will prioritise activity that can be delivered from its current baselines and go back to the Government for proposed initiatives that will require new funding from future budgets.
- View the roadmap at: <https://www.civildefence.govt.nz/emergency-management-system-improvement-programme>

EMSIP Phase 3.

EMSIP Phase 3 has commenced

During Phase 3 we (NEMA/Sector) will put forward budget bids for three (3) workstreams, with a view to securing funding from Government in FY26/27.

- The three workstreams are:
 - Regional Support Teams
 - Public Readiness / Community Development and Outreach
 - Resilience Fund

The budget bids will be drafted by the Chief Advisor, Strategic Finance (DPMC), however the content for the budget bids will be provided by key stakeholders, including EMLG



The budget bids (for FY26/27) are likely due at Treasury in **December 2025**. The process/dates are:

- **July and August:** Scope/shape budget initiatives (workstreams) (*Note: detailed plans not required; this will come if budget bids are successful*)
- **September:** Finalise content for bids and commence stakeholder consultation
- **October:** Invitations to submit budget bids advised (by Treasury) + stakeholder consultation
- **Nov/Dec:** Budget bids submitted to Minister, followed by formal submissions to Treasury

To support this process, and the tight timeframes, NEMA proposes:

- **2 EMLG Workshops:** one the week of 21 July (TBC soonest), and one at the August EMLG (13 August)
- **EM System Focus Group Engagement**
- 3 Focus Groups (one for each workstream)
- The intent is that there will be 2 – 3 workshops for each Focus Group (depending on stakeholders and demand)
- The workshops for these will be held the week of 21 July and 11 August
- There will be an online update held the week of 1 September

Emergency Management Bill

The Minister for Emergency Management and Recovery intends to introduce a new Bill in the second half of 2025, to be enacted in 2026. From 15 April to 20 May 2025 NEMA invited submissions on the issues and options outlined in the discussion document, summary and information which is available on NEMA's website www.civildefence.govt.nz/emergency-management-bill. NEMA received nearly 400 submissions, the vast majority of which are substantive. final policy decisions are expected to be made later this year before the introduction of a new Emergency Management Bill.

CDEM Resilience Fund

The CDEM resilience fund is a contestable fund to enhance Aotearoa New Zealand's hazard risk resilience. The resilience fund aligns with CDEM Group Plans and the National Disaster Resilience Strategy priorities to enhance Aotearoa New Zealand's hazard risk resilience through the development of local and regional capability and practices. For the 2025/26 financial year, there were ten successful applicants, including one from the Taranaki CDEM Group area

- Taranaki Catchment Communities - Toolbox for Resilience Education (With support from TEMO, Ministry of Primary Industries, Federated Farmers and Taranaki Rural Support Trust \$42,500)

Tsunami Evacuation Guideline

This updated Director's Guideline sets the new nationally consistent approach for public-facing tsunami evacuation zones: the Blue Zone. The purpose of the Blue Zone is to simplify tsunami evacuation; to make it easier for our communities to know what to do when a tsunami arrives at our coast and there is little time to evacuate. This reinforces our Long or Strong, Get Gone message. The Blue Zone will save lives and enable our communities to be safe and feel safe.

This guideline builds upon the foundation laid by the previous version, reflecting the increased understanding of our threat, advances in technology and great social science research. It has been developed through a collaborative effort with experts across the motu. NEMA thanks everyone who contributed to updating this guideline which is available at: <https://www.civildefence.govt.nz/cdem-sector/guidelines/tsunami-evacuation-directors-guideline>



Memoranda of Understanding (MoU) with Broadcast Media

On May 14 an updated MoU was signed between NEMA and, RNZ, TVNZ, the Radio Broadcasters Association, Community Access Media Alliance, Whakaata Māori and Te Whakaruruhau o Ngā Reo Irirangi Māori (Iwi Radio Network). This MoU guides how we work together both in peacetime and in response.

The MoU has greater flexibility in activating the agreement depending on the severity and pace of an event, and increased provisions for the partners to work collaboratively before and during an emergency response. When activated in an emergency response, it mobilises support from broadcasters to broadcast or amplify critical messages above and beyond normal news programming.

The new MOU incorporates “informal activation,” a practice refined during COVID-19 to quickly share vital public information—an approach that has proven to be both effective and appreciated. You can view the [new agreement here](#).

MfE Emergency Waste Funding.

The Waste Minimisation (Criteria for Funding Emergency Waste Management and Waste Management and Minimisation Infrastructure Repair and Replacement) Notice came into force on 2 May 2025. The notice outlines the criteria for the funding of emergency waste and the repair and replacement of waste management and minimisation infrastructure.

Further details can be found here [Emergency Waste Management | Ministry for the Environment](#)

Pat Waters

Regional Emergency Management Advisor

National Emergency Management Agency Te Rākau Whakamarumaru



Date 7 August 2025

Subject: TEMO Quarterly Report Q4 – FY24/25

Author: T Velvin, Group Controller/Regional Manager

Approved by: T Velvin, Group Controller/Regional Manager – Taranaki Emergency Management Office

Document: TRCID-1492626864-979

Purpose

1. The purpose of this memorandum is to present the TEMO Quarterly Report - Q4 FY24/25 for the Taranaki Civil Defence Emergency Management Group.

Executive summary

2. Performance reporting for the Taranaki Civil Defence Emergency Management Group considers the statutory responsibilities under the Civil Defence Emergency Management Act (2002), the Taranaki CDEM Group Plan, strategic priorities, and available resources.
3. The TEMO Quarterly Report - Q4 FY24/25 has been prepared for the Taranaki Civil Defence Emergency Management Group and is presented for information to the Taranaki CDEM Joint Committee.
4. The TEMO Quarterly Report - Q4 FY24/25 is attached in Appendix A.

Recommendations

That the Taranaki CDEM Joint Committee:

- a) receives the memorandum, *TEMO Quarterly Report - Q4 FY24/25*
- b) notes the contents of the memorandum.

Discussion

5. This is the fourth instalment of performance reporting for the 24/25 financial year for the Taranaki Civil Defence Emergency Management Group (the Group).
6. Alignment to the TEMO Annual Plan 2024/25.
7. Currently, TEMO has a NETT profit of \$27,873.00 at the end of this fourth quarter.

Decision-making considerations

8. Part 6 (Planning, decision-making and accountability) of the *Local Government Act 2002* has been considered and documented in the preparation of this agenda item. The recommendations made in this item comply with the decision-making obligations of the *Act*.

Iwi considerations

9. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the *Local Government Act 2002*) as outlined in the adopted Long-Term Plan and/or Annual Plan

Financial considerations

10. The annual budget is included in the CEG paper. Reporting against this budget is included in the quarterly report.
11. This memorandum and the associated recommendations are consistent with the CDEM Group's financial policies, and its members adopted Long-Term Plans and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.
12. A NETT profit of \$27,873.00 is recorded at the end of this fourth quarter for FY24/25.

Policy considerations

13. The Performance Report has been prepared against existing work plan activities and measures in the Taranaki CDEM Group Plan, adopted under the *Civil Defence Emergency Management Act 2002*.
14. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by Taranaki CDEM under various legislative frameworks including, but not restricted to, the *Local Government Act 2002*, the *Resource Management Act 1991*, *Local Government Official Information and Meetings Act 1987* and the *Civil Defence Emergency Management Act 2002*.

Legal considerations

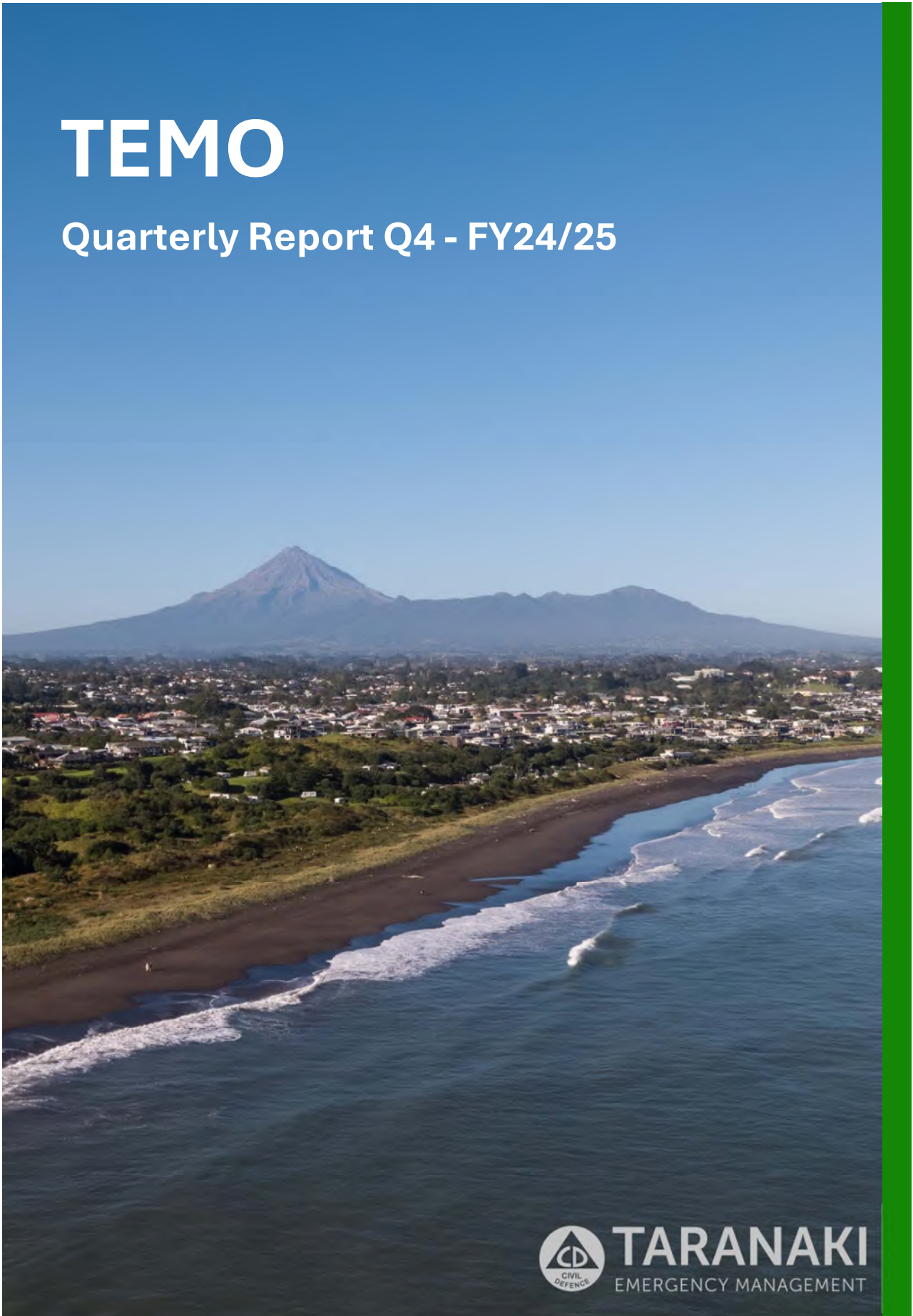
15. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the CDEM Group listed in Section 17(3) of the *Civil Defence Emergency Management Act 2002*

Appendices/Attachments

TRCID-1492626864-985: [TEMO Quarterly Report - Q4 FY24/25](#)

TEMO

Quarterly Report Q4 - FY24/25



TARANAKI
EMERGENCY MANAGEMENT

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Document Management

Author	Todd Velvin – Group Manager
Date:	24 July 2025
Reviewer:	Steve Corbitt – Team Lead
Date:	10 July 2025
Endorsed by:	Taranaki Coordinating Executive Group
Date:	24 July 2025

Executive Summary

This quarterly report is for Quarter Four of FY24/25 and demonstrates that the Taranaki Emergency Management Office (TEMO) is committed to delivering the objectives detailed in the Taranaki CDEM Group Plan and our progress against our Annual Business Plan.

Financial Overview

- Currently, TEMO has a **NETT Surplus Result of \$27,873.00** at the end of this fourth quarter and FY End for 24/25 (*noting this financial report is still in draft at the time of presentation to CEG*).

Highlights from Quarter Four

- Review and interpretation of NEMA's technical review of our CDEM Group Plan. We received comprehensive technical feedback that TEMO have incorporated into the current draft document. TEMO are confident the final draft is ready for adoption from this forum and JC on 7th August.
- Submissions to the Emergency Management Bill reform processes.
- Reconnected with Nga Iwi O Taranaki (NIOT) and the new CEO, Wharehoka Wano. The Partnership Charter and MOU between TEMO and NIOT has been drafted and awaits confirmation. NIOT are fully engaged with TEMO, and we look forward to continuing to cement this relationship.
- Our Taranaki CDEM Group have spent \$34,069.91 of our \$62,685.00 annual NEMA training fund on regional training over the first six months of 2025. This is invoiced by calendar year not financial.
- Development of our SharePoint file structure. The design of this has been completed and we will be looking to launch this by the end of July.
- Emergency Management System Improvement Programme (EMSIP) roadmap has been released. Engagement has increased with the Emergency Management Bill and EMSIP meetings in Wellington are held regularly to help influence what this means for CDEM groups across the country.
- Priority Routes Project has seen all workshops completed.
- New controlled document process for response and BAU has been established and currently 19 documents have been published for use across our CDEM sector. Others are under review and there has been a lot of work being done in this area.
- Successful delivery of CIMS Function training courses over the first six months with great attendance.

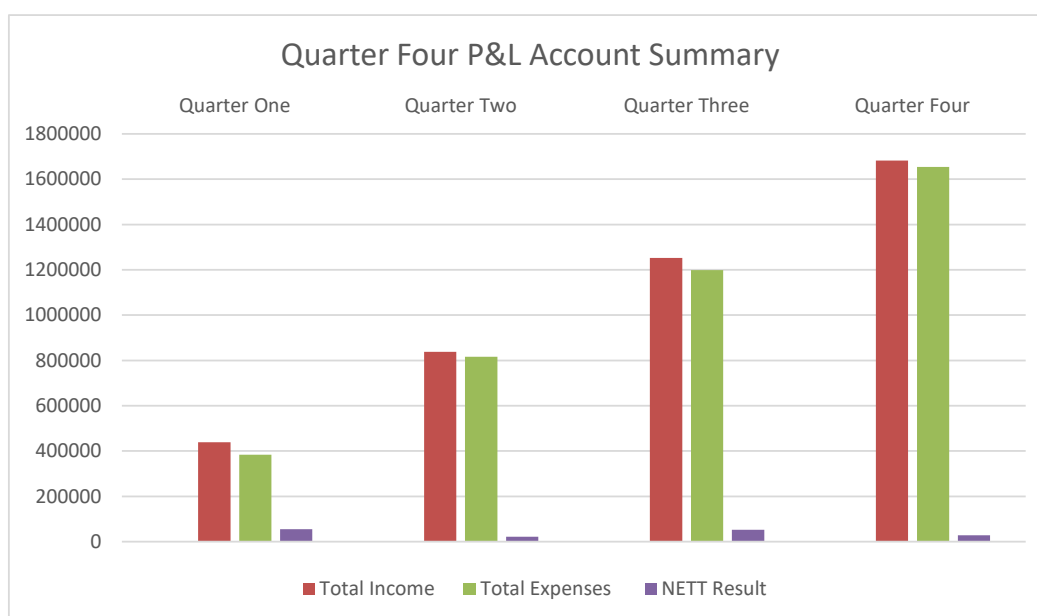
Priorities for Quarter One FY25/26

These projects sit across several workstreams outlined in the TEMO Annual Plan.

- Finalisation of the Volcanic Operational Programme Management Plan.
- Commencement of a CIMS Function SOP development project.
- Finalising the SLA agreement between TRC and NPDC for services delivered to TEMO.
- Finalisation of a Partnership Charter between TEMO and NIOT.
- Finalising an MoU with CDEM Groups who have embedded RANA as a response system. This will enable ongoing collaboration and development of this program.
- Continuing our Community Engagements and developing consistent messaging templates and storyboards for our Community Emergency Hubs and Emergency Centres across the Taranaki region.
- Exercising our response systems with our regional CDEM staff and volunteers.
- MetService weather warning engagement with CDEM Groups
- Taranaki Climate Adaptation Wānanga at Kānihi Marae, South Taranaki
- Reviewing of our Advisory Groups terms of reference with good engagement with stakeholders.

Section 1 | Financial Report

Taranaki Council	Percentage
Taranaki Regional Council	34%
New Plymouth District Council	40%
South Taranaki District Council	18%
Stratford District Council	8%



Total Expenses breakdown

Total Personnel Costs	1,234,056.00	Salaries, Contract and Agency Payments
Total General Operational	139,216.00	Building, Utilities, Licenses, Travel Expenses
Total Direct Costs	24,816.00	Maintenance Contracts, Fleet Charges
Total Internal Costs	256,150.00	Depreciation, Internal Fixed Charges
Grand Total Expense	\$1,654,238.00	

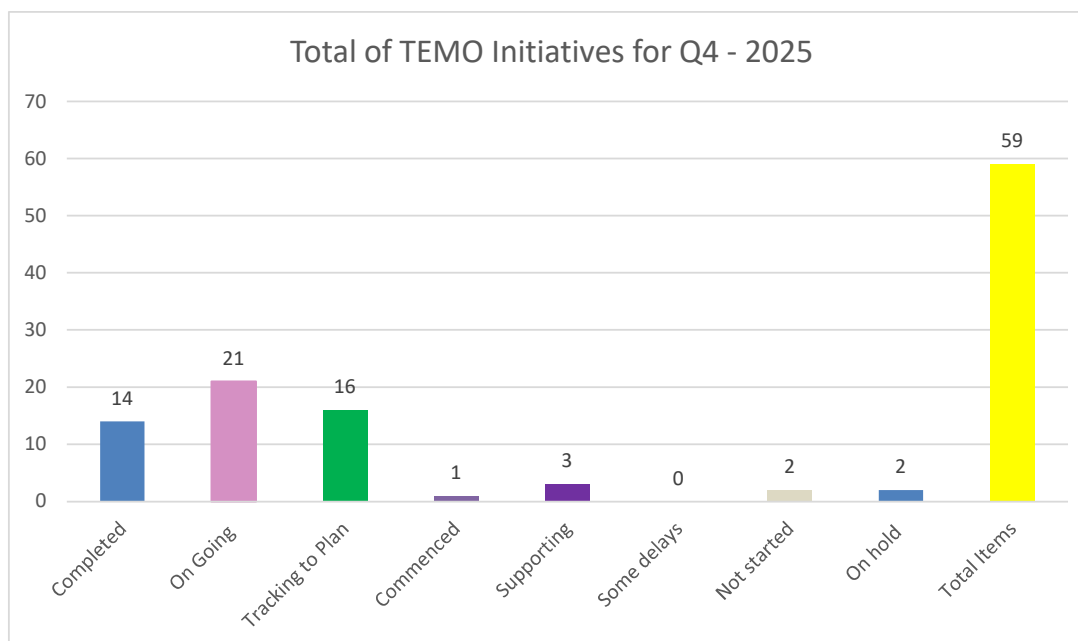
Total Income breakdown

Total Council Income	1,654,094.00	Combined Council Payments
Other Income	28,017.00	NEMA Training Fund breakdown
Grand Total Income	\$1,682,111.00	
Q4 NETT Surplus Result	<u>\$27,873.00</u>	

NB: these financial figures are still in draft at the time of presentation to CEG

Section 2 | Business Plan

This section documents the progress of the Taranaki Emergency Management Office against the annual business plan and work programs.



Partnership

Strong partnership and clear expectations from Emergency Management (EM) partners is met through management processes with accountability for delivery.

- IWI Engagement Plan progressing well with Nga IWI O Taranaki. Partnership Charter, MOU awaits adoption.
- NEMA technical review of our Group Plan has been received and TEMO are interpreting this feedback into the draft Group Plan.
- Regular collaboration meetings with Emergency Services and key Stakeholders.
- Connecting with key personnel and developing a consistent messaging guide for our CDEM staff to use in our communities.

Risk

Risks from hazards and their impacts are understood, managed, and reduction activities explored to minimise the exposure to communities.

- Supporting TSVAG with regional hazard science exploration.
- Continuing to work with scientific partners after the completion of the He Mouna Puia project and outcomes.
- Developing community risk assessments and summaries for our hazards across the region.
- TEMO staff member now sits on the Taranaki Resource Manager Group.

Operational Excellence

Effective management of response and recovery of adverse events supporting the communities, partners, and stakeholders' journey through disasters.

- Building on current tools and systems for response and recovery
- Increase capacity and capability within the Taranaki Region

Community

Community resilience is strengthened so that adverse event impacts are reduced, empowering all communities to be equipped and adaptive to change.

- Connect with key agencies and partners to strengthen community groups.
- Develop resources for community education and support.

Community Engagement

Community engagements for Q4 have been across a variety of community groups.

Engagements have been delivered to children and elderly groups on general preparedness and hazard specific information shared, as well as business continuity talks.

- Build readiness and resilience in our partner agencies and businesses, ensuring businesses have effective Business Continuity and Emergency Management plans.
- Communities understand their local hazardscape and are prepared accordingly.

April

- Mt Messenger Site Visit.
- On the House Food Rescue

May

- Pukekura Kea Group

June

- Fitzroy Kea Group
- Chalmers Resthome (Business Continuity Talk)
- Fucisa Club (Elderly people)
- Fitzroy School Volcanic Presentations
- Taranaki Climate Change Wānanga

Online engagements

- Online engagement through our Facebook and website for Q4 was focused on the national Emergency Mobile Alert (EMA) test at the end of May and the winter weather season (sharing warnings and safety messaging).

Section 3 | Successes for Q4

- Public consultation and NEMA's technical review of the new Group Plan for 2025-2030 have been completed. TEMO have now implemented this feedback into the draft document which is presented to this CEG and JC for approval and adoption.
- Completion of the Priority Routes Project, in line with national standards and aligned to North Island priority routes.
- The audit of our regional radio sites and communication channels has been completed and all upgrades to our regional radio repeater sites and locations have been finished.
- Completion of a Response Manual, outlining the high-level response facility processes within the ECC and EOC's.
- TEMO are running at a NETT Surplus Result of \$27,873.00 for the end of Q4 for FY24/25.

Website/ Social Media

- Our top performing post was a met service weather warning which reached 75.7k people.

Section 4 | Personnel

Taranaki Emergency Management Office have a full team of eleven staff, with emergency management officers in Stratford District Council and South Taranaki District Council that the community can be proud of. We are a high-performing team, leading the way with the development of RANA, with other CDEM groups embedding this welfare needs assessment tool into their own groups.

Our staff are facilitating CIM's function courses across the region for our volunteers, building capability and refreshing skills to enable a seamless response in activation.

Staff have attended courses, training and workshops throughout this financial year, extending their knowledge in Emergency Management. TEMO and councils are fully supportive in continual learning and personal development opportunities within the team.

Health & Safety and well-being continue to be a focus across the team, with an emphasis on supporting our CDEM staff ensuring alignment in key messaging across our region to our communities and volunteers.

Section 5 | Overview of FY 24/25

Key Highlights

- Submissions and feedback given to the Emergency Management Bill reform processes.
- Auditing of our regional radio sites and communication channels.
- Partnership Charter, MOU between TEMO and NIOT has been drafted and awaits confirmation.
- Increased community engagements, connecting with Community Hubs, Regional Communication Networks and Stakeholders.
- RRANZ Course, five emergency management staff across all councils have completed the Emergency Leadership course with a top percentage pass rate.
- On-going development for TEMO systems for ECC and EOC operations.
- CIMS Functions and D4H Operations Training Rollout building capability across the region.
- Completion of the Priority Routes Project, in line with national standards and aligned to North Island priority routes.
- Introduction of a Controlled Document library for CDEM staff to ensure consistency of information across the sector.

Successes

As a CDEM Group we are pleased to report on some of our teams' successes across the region for this financial year.

- Feedback from NEMA that Taranaki CDEM is one of the top Groups across NZ for its community relationships, stakeholder engagement and our partnerships with local IWI groups.
- Appointment of our Group Welfare Manager and Alternate Group Welfare Manager.
- Completion of our regional radio audit of radio sites and communication channels. Priority was given to system maintenance and scheduling future upgrades of our radio repeater sites and locations. This audit also included testing a repair work (VHF Radio – backup comms).
- TEMO are running a NETT surplus result of \$27,873.00 for the financial year end 24/25.

High level priorities for FY25/26

These projects sit across several workstreams outlined in the TEMO Annual Plan and will be adjusted once the new Group Plan is adopted.

- Finalisation of TEMO annual plan after adoption of the Group Plan.
- Adoption of our new 5-year CDEM Group Plan.
- Volcanic Project Planning to providing useful information for our CDEM group to share.
- GIS Project Planning for upcoming GIS initiatives, including the Hazards Viewer and GIS solutions for public information dissemination in a response.
- Oversight of a Bird Flu outbreak with the disposal of mass bird fatalities still being investigated.
- Community Hub Project is gathering momentum. TEMO and Council CDEM staff are engaging with relevant communities and developing consistent messaging templates and story boards for our Community Emergency Hubs across the Taranaki region.

- Ongoing RANA development alongside other CDEM Groups.
- Ongoing development of operational plans and tools for effective response and recovery to events.

Appendix A P & L Account

Profit and Loss Summary Report for June 2025 for Emergency Management

	TEMO		
	25GENA	25GENF9	Budget Variance YTD June
	Actual YTD June	Budget YTD June	
Revenue			
Other revenue			
160 - User fees and charges	0	1,179	1,179
169 - Other Operating incl Rebates & Recoveries	(28,017)	(11,267)	16,750
Total Other revenue	(28,017)	(10,088)	17,929
Subsidies and grants			
180 - Operating Grants & Subsidies	(1,654,094)	(1,240,571)	413,524
Total Subsidies and grants	(1,654,094)	(1,240,571)	413,524
Total Revenue	(1,682,111)	(1,250,658)	431,453
Expenses			
Personnel costs			
220 - Salaries and wages - Payroll Only	1,060,546	1,050,570	(9,976)
223 - Other employee benefits - Payroll Only	22,761	28,135	5,373
224 - Employee Development & Education	25,585	19,590	(5,995)
225 - Employer contributions - Payroll Only	30,545	30,059	(486)
229 - Other personnel costs	94,619	44,083	(50,536)
Total Personnel costs	1,234,056	1,172,437	(61,619)
General operating expenditure			
231 - Insurances	6,684	6,684	0
232 - Legal and professional fees	31,144	10,901	(20,243)
233 - Occupancy and utilities	24,699	16,883	(7,815)
234 - Property Maintenance	9,211	6,291	(2,920)
235 - Communications	10,485	6,426	(4,059)
236 - Advertising and Marketing	8,602	8,161	(442)
237 - Hardware & Software	13,246	4,290	(8,957)
238 - Travel and accommodation	18,048	14,448	(3,600)
245 - Other general costs	17,097	11,005	(6,092)
Total General operating expenditure	139,216	85,089	(54,127)
Direct costs of activities			
250 - Contracts	980	331	(649)
253 - Services	1,284	975	(309)
254 - Materials	4,355	4,355	0
255 - Fleet & Plant Consumables & Maintenance	14,196	8,685	(5,511)
258 - Grants & Funding Expenditure	4,000	4,000	0
Total Direct costs of activities	24,816	18,346	(6,469)
10 - Depreciation - operational assets	82,831	98,178	15,347
Total Expenses	1,480,920	1,374,051	(106,869)
EXTERNAL OPERATING (PROFIT)/LOSS	(201,191)	123,392	324,584
INTERNAL CHARGES			
300 - Pass thru from Shared Services expense	0	0	0
310 - Labour allocation expense	300	0	(300)
315 - Fixed Amount Charge of Shared Services	195,024	145,387	(49,637)
320 - On-charges expense	8,805	7,731	(1,074)
330 - Interest allocation expense	53,282	16,093	(37,189)
INTERNAL RECOVERIES			
370 - On-charge recoveries	(1,261)	(565)	697
APPROPRIATIONS			
391 - Depreciation funding/ (unfunded)	(82,831)	(98,178)	(15,347)
TOTAL NET RESULT	(27,873)	193,860	221,733



Date: 7 August 2025

Subject: NEMA Technical Review on the Draft Taranaki CDEM Group Plan 2025-2030

Author: E Malloy, Senior Planning Advisor

Approved by T Velvin, Group Manager/Controller – Taranaki Emergency Management Office

Document: TRCID-142626864-980

Purpose

1. The purpose of this memorandum is to present the NEMA Technical Review received on the Draft Taranaki CDEM Group Plan 2025-2030.

Executive summary

2. The Draft Taranaki CDEM Group Plan 2025-2030 is a required planning document under the *Civil Defence Emergency Management Act 2002*. It will replace the existing Group Plan for Taranaki CDEM 2018-2023. This is a high-level strategic document that sets out our vision, purpose, values, strategic goals and objectives for action over the next five years.
3. The draft plan was forwarded to the National Emergency Management Agency (NEMA) on 7 March 2025 for technical review. Feedback was received from NEMA on 9 May 2025.
4. Adoption of the Taranaki CDEM Group Plan 2025-2030 at an extraordinary meeting of the Joint Committee at the Mayoral Forum on 11 September 2025.
5. The *Taranaki CDEM Group Plan 2025-2030* and *NEMA Technical Review Report* is attached in the Appendices.

Recommendations

That the Taranaki CDEM Joint Committee:

- a) receives the memorandum, the Taranaki CDEM Group Plan 2025-2030 NEMA Technical Review Report
- b) notes the contents of this memorandum
- c) approves the amendments to the existing draft Group Plan as set out within the *Taranaki CDEM Group Plan 2025-2030 NEMA Technical Review Report*
- d) determines that this decision be recognised as not significant in terms of section 76 of the Local Government Act 2002
- e) determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with section 79 of the Act, determines that it does not require further information, further assessment of options or further

analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.

Background

6. The Taranaki CDEM Group Plan (the Group Plan) is required to be reviewed every five years. The Taranaki CDEM Group Plan (2018 - 2023) came into effect in June 2018. There is a statutory requirement for a review of the Group Plan to commence if it has been operative for five years or more (section 56(1) Civil Defence Emergency Management Act 2002). Following a review, the Group “...*may amend or revoke and replace the plan or leave the plan unchanged*” (section 56(3) Civil Defence Emergency Management Act 2002).
7. A full rewrite of the Group Plan was approved by the Joint Committee in March 2024 and was supported by advice from NEMA.
8. As part of the Group Plan rewrite process, the Group must provide an opportunity for NEMA to review the proposed plan, as outlined below.

Technical Review Requirements

9. Section 49 of the Civil Defence Emergency Management Act 2002 specifies the process for the proposed plan to be sent to the Minister for Emergency Management and Recovery. As outlined within the *Taranaki CDEM Group Plan 2025-2030 NEMA Technical Review Report* the NEMA technical review forms part of the s49 process.

Group Plan Proposed Dates

Date	Action
6 March 2025	Draft Group Plan approved by the Joint Committee to be put forward for public consultation.
7 March 2025	Notified Group Plan for public submissions (1 month, 1 day – meeting requirements of section 52(2) of CDEM Act 2002).
7 March 2025	Draft Group Plan forwarded to NEMA for technical review.
8 April 2025	Public submissions closed, CDEM Senior Planning Advisor analysed and summarised submissions, and prepared recommendations of change.
30 April 2025	Coordinating Executive Group review of public feedback and recommended changes.
15 May 2025	Joint Committee review of public feedback and recommended changes.
9 May 2025	NEMA technical review completed and received by TEMO. TEMO analysis undertaken and recommended amendments proposed. Further consultation with NEMA, finalisation of necessary changes and agreement of amendments.

24 July 2025	NEMA Technical Review to the Coordinating Executive Group for receiving, noting and endorsing, and recommending the amendments to the Taranaki CDEM Joint Committee.
7 August 2025	NEMA Technical Review to the Taranaki CDEM Joint Committee for receiving, noting and approval of the recommended amendments.
8 August 2025	A Chairs letter and the Taranaki CDEM Group Plan 2025-2030 presented to the Minister for Emergency Management and Recovery for his comments.
11 September 2025	Adoption of Group Plan at the Mayoral Forum/Joint Committee.

Technical Review Process

10. The following actions formed the basis of the technical review on the draft Group Plan:
 - The draft Group Plan was forwarded to NEMA for technical review on 7 March 2025
 - NEMA's technical review was completed and received by TEMO on 9 May 2025. 42 recommendations were made. As outlined within the *Taranaki CDEM Group Plan 2025-2030 NEMA Technical Review Report*, preliminary findings from NEMA found that the proposed Taranaki Group Plan did not meet legislative requirements around providing for the CDEM necessary to manage hazards (CDEM Act 2002, section 49(2)(c)). This was because there was not quite enough detail in the actions to be taken, by who, and who pays, to achieve the objectives. Other than this aspect, there was nothing that fell short of legislated standards
 - TEMO analysis was undertaken, and recommended amendments were proposed during 9 May 2025 – 30 May 2025
 - Further consultation between TEMO and NEMA took place after the review documentation was received and analysed by TEMO. After the second round of consultation, a Teams meeting was undertaken between NEMA and TEMO, with an agreed outcome being that the suggested "How are we going to get there" actions would sit within the Annual Plan and be made publicly available. An earlier draft of the Group Plan had this level of detail within it. However, due to the Group Plan being a strategic document, and the key actions being operational this content was removed and put into the Annual Plan. All activities within the Annual Plan relate to one or more Group Plan Objective and one or more Identified Priority and this is clearly outlined within the Annual Plan. It was also regarded a risk to include this level of detail within the 5-year Group Plan as it would not allow for flexibility in operational actions if evolving legislation, changes in funding or a major event occurred, and we needed to pivot our efforts and priorities. The Annual Plan will be presented at the next to CEG and Joint Committee meetings
 - Finalisation of recommended changes and amendment of the draft Taranaki CDEM Group Plan 2025 – 2030 took place over the month of June.

Options

11. Approve the recommended amendments in their entirety to the Group Plan as set out within the *Taranaki CDEM Group Plan 2025-2030 NEMA Technical Review Report*.

12. Approve selected recommended amendments to the Group Plan as set out within the *Taranaki CDEM Group Plan 2025-2030 NEMA Technical Review Report*.
13. Decline all recommended amendments as set out within the *Taranaki CDEM Group Plan 2025-2030 NEMA Technical Review Report*.

Significance

14. There is a statutory requirement for a review of the Group Plan to commence if it has been operative for five years or more (Section 56(1) Civil Defence Emergency Management Act 2002). The draft Group Plan relates to all collective members of the Taranaki CDEM Group, partner agencies, stakeholders, Taranaki communities, iwi and families/whanau. It is therefore considered of significant importance.

Financial considerations—LTP/Annual Plan

15. This memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Plan and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.
16. Design costs of \$5,215.25 (incl GST) have been absorbed into the existing TEMO budget.
17. Printing costs will need to be considered for the adopted Group Plan and the number of physical copies to print. Budget allocated for printing costs will fall into the Marketing and Advertising budget line for TEMO from the financial year 2025/26.

Policy considerations

18. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the Local Government Act 2002, the Resource Management Act 1991 and the Local Government Official Information and Meetings Act 1987 and the Civil Defence Emergency Management Act 2002.
19. The Group Plan builds on from previous group plans, and has been prepared in accordance with, and informed by:
 - The legal requirements of Sections 48-56 of the Civil Defence Emergency Management Act 2002
 - The National Disaster Resilience Strategy 2019
 - CDEM Group Planning Director's Guidelines [DGL 09/18]
 - Supporting plans of New Plymouth, Stratford and South Taranaki councils, and partners and stakeholders
 - Taranaki CDEM Group hazard and community risk assessments
 - Learnings from previous emergency responses and exercises
 - International, national and local climate change and emergency management research and policy.

Iwi considerations

20. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the Local Government Act 2002) as outlined in the adopted Long-Term Plan and/or Annual Plan. Similarly, Iwi involvement in adopted work programs has been recognised in the preparation of this memorandum.
21. The CDEM Group is committed to growing meaningful partnerships with mana whenua and mataawaka in Taranaki through strengthening relationships and seeking their involvement in local

CDEM activities. Specific objectives are included in the draft Group Plan which relates to this commitment.

22. TEMO have been collaborating with Ngā Iwi o Taranaki in drafting the Group Plan.

Community considerations

23. This memorandum and the associated recommendations have considered the views of the community, interested and affected parties and those views have been recognised in the preparation of this memorandum.

Legal considerations

24. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the CDEM Group listed in Section 17 of the *Civil Defence Emergency Management Act 2002* and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

Appendices/Attachments

- TRCID 142626864-951: [Amended Draft Group Plan](#)
TRCID-142626864-983: [Group Plan NEMA Technical Review](#)
TRCID-142626864-988: [Taranaki Group Plan Directors Letter](#)



TARANAKI
EMERGENCY MANAGEMENT



Taranaki Civil Defence
Emergency Management
Group Plan
2025 - 2030

*Te Mahere Rahi a Te Rākau
Whakamarumaruru ki Taranaki (TRWT)
2025-2030*



NPDC



STRATFORD
DISTRICT COUNCIL



South Taranaki
DISTRICT COUNCIL



Taranaki
Regional Council



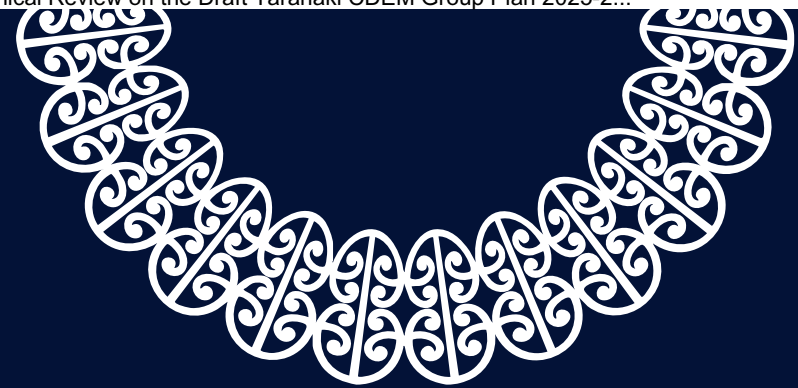
Taranaki CDEM Group Plan 2025-2030

Civil Defence Publication 2025/2030
CDN is TEMO-BAU-PLN-0001

Taranaki Civil Defence Emergency Management Group
C/O Taranaki Emergency Management
45 Robe Street
New Plymouth
New Zealand

Authority: This Group Plan has been issued by the Taranaki Civil Defence Emergency Management Group Joint Committee pursuant to Section 48 of the Civil Defence Emergency Management (CDEM) Act 2002. It provides strategic direction for the Taranaki Emergency Management Group.

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Karakia

Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
E hī ake ana te atakura
He tio, he huka, he hau hū
Tihei Mauri Ora

Cease the winds from the west
Cease the winds from the south
Let the breeze flow over the land
Let the breeze flow over the ocean
Let the red-tipped dawn come
with a sharpened air, a touch of frost,
a promise of a glorious day



Te Kuputaki a te Tiamana | Foreword

Tena koutou katoa,

As Chair of the Taranaki Civil Defence Emergency Management Group, I would like to extend my appreciation to all the people of Taranaki. Your continued support is invaluable to our efforts, and we remain dedicated to collaborating with you to safeguard and care for our communities into the future.

I am very pleased to introduce the Taranaki Civil Defence Emergency Management Plan for 2025–2030, the fourth plan created by the Taranaki CDEM Group.

Taranaki's distinct location, diverse landscape, population, and economic significance create unique challenges for emergency management. The region faces a range of potential hazards, including volcanic activity from Taranaki Maunga, storms and tornadoes, droughts, Avian Influenza, and pandemics. The climate of Taranaki is changing, and these changes will continue for the foreseeable future. In the coming decades, climate change is likely to increasingly pose challenges to New Zealanders' way of life. Recent events such as Cyclone Gabrielle, the Auckland Floods and COVID-19 have underscored the importance of being prepared for unexpected emergencies and the need for regional resilience and readiness.

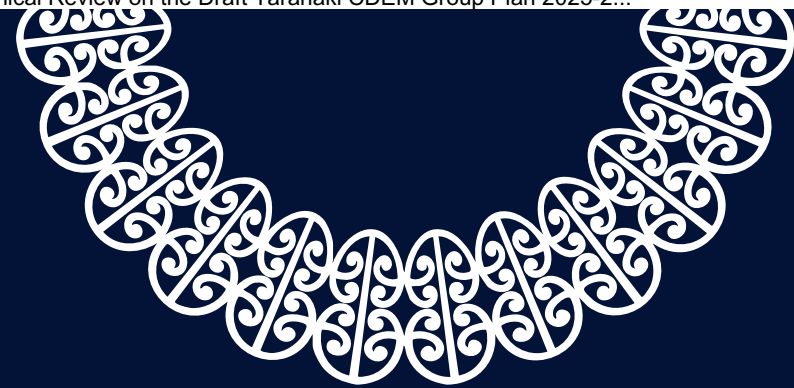
Our diverse population and varied environments—from the volcanic ring plain and coastal terraces to the eastern hill-country—combined with the national significance of our oil and gas, poultry, and dairy sectors, contribute to the potential for complex situations to evolve.

It is crucial for Taranaki to enhance our preparedness for responding to and recovering from emergencies, both now and in the future. Building resilience is a collective responsibility involving individuals, families, businesses, communities, and all levels of government.

By implementing this Group Plan, we will see meaningful improvements in emergency management in Taranaki. The Taranaki CDEM Group looks forward to collaborating with you to strengthen resilience within the region.

Ngā manaakitanga,

Neil Walker
Chair of the Taranaki CDEM Group



He Whakamihi | Acknowledgement

Taranaki Maunga stands as a powerful symbol of strength and spiritual significance and has long been a guardian of the land and people, holding deep cultural and ancestral importance to Taranaki communities.

Te Ruruku Pūtakerongo recognises Taranaki Maunga and the surrounding peaks as ancestral mountains, that are now together recognised as a legal person, Te Kāhui Tupua.

These maunga are pou, a connection between the social and physical elements of our lives. For Iwi of Taranaki, they are enduring personified ancestors, the guardians of a unique ecosystem, and a site of shared history and physical resource¹. To the communities of Taranaki, these maunga are important landmarks that define the region, creating a strong sense of place and shared identity.

The maunga are a vital lifeforce of the region, shaping the physical and social dimensions of our environment with fertile lands, volcanic activity, rich artesian waters, settlement patterns and extensive lahar derived coastlines. They have helped form the very nature of the region, influencing weather patterns and climate, hydrology and drainage networks, geological formations rich in biodiversity and fertile soils, the maunga have sculpted a dynamic volcanic landscape.

We respectfully acknowledge Taranaki Maunga as a revered and sacred taonga, and we recognise and honor its enduring presence and the connection it provides the people of Taranaki.

The Taranaki CDEM Group Plan has involved a significant amount of time, resource and input from a variety of organisations. We are grateful for the contribution from our emergency management stakeholders, partners, Ngā Iwi O Taranaki, Taranaki businesses, mana whenua and mataawaka, and our communities.

¹ Te Ruruku Pūtakerongo / Taranaki Maunga Collective Redress Deed (2023) and Te Ture Whakaitupua mō Te Kāhui Tupua / Taranaki Maunga Collective Redress Act 2025.

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Wāhanga Tahī | Section One

He Whakataki Introduction

Te Aronga o te Mahere Rahi | Purpose of the Group Plan

This Group Plan provides the strategic direction for our mahi/work in the Civil Defence Emergency Management (CDEM) sector in Taranaki. It sets out the CDEM vision and long-term objectives for Taranaki, how we will achieve and measure these objectives and outlines the high-level arrangements for emergency management within the region.

The Group Plan provides for effective risk reduction, readiness, response, and recovery in Taranaki by:

- Outlining the high-level objectives for the Group and its partners for the next five years
- Identifying Taranaki's Hazardscape
- Outlining the strategic planning and management of hazards and risks within the Taranaki region
- Clarifying expected roles, responsibilities and functions of all parties contributing to CDEM; and
- Encouraging cooperative planning and action between various agencies, iwi, and the Taranaki community.

The Group Plan has been developed to be used by the Taranaki CDEM Group (the CDEM Group) as well as key stakeholders and partners involved in CDEM functions within Taranaki. In addition, it provides the community with an awareness of how these stakeholders work together, and the role they themselves can play in building individual and community resilience.

This plan builds on from previous group plans, and has been prepared in accordance with, and informed by:

- the legal requirements of Sections 48-56 of the Civil Defence Emergency Management Act 2002 (CDEM Act 2002)
- the National Disaster Resilience Strategy 2019 (NDRS)
- CDEM Group Planning Director's Guidelines [DGL 09/18]
- supporting plans of New Plymouth, Stratford and South Taranaki councils, and partners and stakeholders
- Taranaki CDEM Group hazard and community risk assessments
- learnings from previous emergency responses and exercises
- international, national and local climate change and emergency management research and policy.

The Group Plan is supported by a range of plans and procedures which provide detailed information at an operational level. These documents are reviewed periodically by the CDEM Group and key partners.

Collaboration with iwi, councils, advisory groups, key stakeholders, the community and partners was undertaken during development of this Group Plan and is a critical aspect of our day-to-day business. Additionally, during the hazard risk assessment process we worked with appropriate knowledge experts, key stakeholders and partners and Ngā Iwi o Taranaki.

The Taranaki CDEM Group seek to give effect to the treaty relationship through endeavors such as the co-developed Partnership Charter between the Taranaki Emergency Management Office and Ngā Iwi o Taranaki. This charter will outline partnership principles, aspirations and focus areas for joint mahi that these two entities will undertake across the 4Rs.

This is the fourth iteration of the Group Plan for Taranaki. It remains operative for five years from the date of approval and is in force until it is revoked or replaced by the CDEM Group.

The plan was publicly notified and available for submissions as required by the CDEM Act 2002.

The final plan was informed by feedback from a range of audiences including individuals, organisations, iwi and Māori organisations, advisory groups and the National Emergency Management Agency (NEMA).

It is noted that amendments may be required over the duration of this plan to ensure alignment with evolving legislation and regulatory changes.



Te Tāhuhu Rautaki | Our Strategic Framework

The core focus of our Strategic Framework is to support the NDRS Objectives 7 – Ensure the safety and wellbeing of people is at the heart of the emergency management system.

He Wawata | Our Vision

An empowered Taranaki bound together by strength and resilience that stands in solidarity to all of nature's challenges.

He Kaupapa | Our Purpose

Mana Motuhake

We enable people to take action to look after themselves and each other during emergencies.

Kotahitanga

We empower communities through engagement and strengthen resilience through collaboration.

Ārahitanga

We provide leadership, coordination and direction across the 4 Rs of emergency management.

Achieving our vision through the 4 Rs of emergency management – the fulfillment of our vision is underpinned by delivering four strategic goals, under the leadership and accountability of the CDEM Joint Committee. Within these strategic goals, specific objectives are set. Our strategic goals are:

Te Whakapāpaku - Reduction

The risks from hazards, their likelihood and impacts, are understood and managed to reduce and mitigate risk.

Te Takatū - Readiness

Community resilience is strengthened so that impacts from emergencies are reduced. Organisational resilience is strengthened through planning for periods of change and crisis and ensuring our systems and arrangements are fit for purpose.

Te Whakautu - Response

We help to coordinate and manage people to take action immediately before, during or directly after an emergency to save human and animal lives and property and help communities begin to recover from disaster. We develop the capability of staff and volunteers to effectively carry out their roles in a disaster.

Te Whakarauora - Recovery

We embed a strategic resilience approach to recovery planning and support efforts and processes that bring about holistic restoration and enhancement of a community after an emergency.

Ngā Mātāpono | Our values that underpin the way we work

Community at the heart

He aha te mea nui o te ao? He tangata! He tangata! He tangata! - What is the most important thing in the world? It is people! It is people! It is people!

- We ensure that the safety and wellbeing of people is at the heart of the emergency management system.
- We foster a deeply inclusive and collective whole world view.

Connection and collaboration

Nā tō rourou, nā tōku rourou, ka ora ai te iwi - With your food basket and my food basket, the people will thrive.

- We help to cultivate and build strong interwoven relationships with communities, iwi and partner agencies to ensure collective wisdom is harnessed and used to guide across the 4 R's.
- We work together to build resilience and safer communities.
- We work openly and honestly with communities, partner agencies and iwi building mutual trust and respect
- We align with the principles of Te Tiriti o Waitangi and partner with Tangata Whenua.
- We provide coordination, leadership and direction across disaster risk reduction, readiness, response and recovery.
- We look to the evidence base to ensure that we are acting in the most effective ways.

Empowerment

Whāia te iti kahurangi ki te tūohu koe me he maunga teitei - Seek the treasure you value most dearly: if you bow your head, let it be to a lofty mountain.

- We enable and empower community level readiness and response through community engagement and education.
- We focus on ensuring communities are aware of the critical and fundamental role they have in keeping themselves and each other safe during periods of crisis.
- We help build unified resilience where all areas of the community are supporting each other.

Collective Responsibility

He waka eke noa - We are all in this together - we rise together, fall together, work together, keep going together.

- We recognize and respect that there is a shared responsibility across the 4 Rs at all levels (nationally, regionally, locally, and community levels) and ensure roles and responsibilities are defined and understood.
- We empower and enable community-level response, and ensure it is connected into wider coordinated responses, when and where necessary.
- We seek to deepen our knowledge of the risks and opportunities within our region through collaboration with the scientific community, wider CDEM sector, partner agencies, our local communities and matauranga Māori.

Wāhanha Rua | Section Two

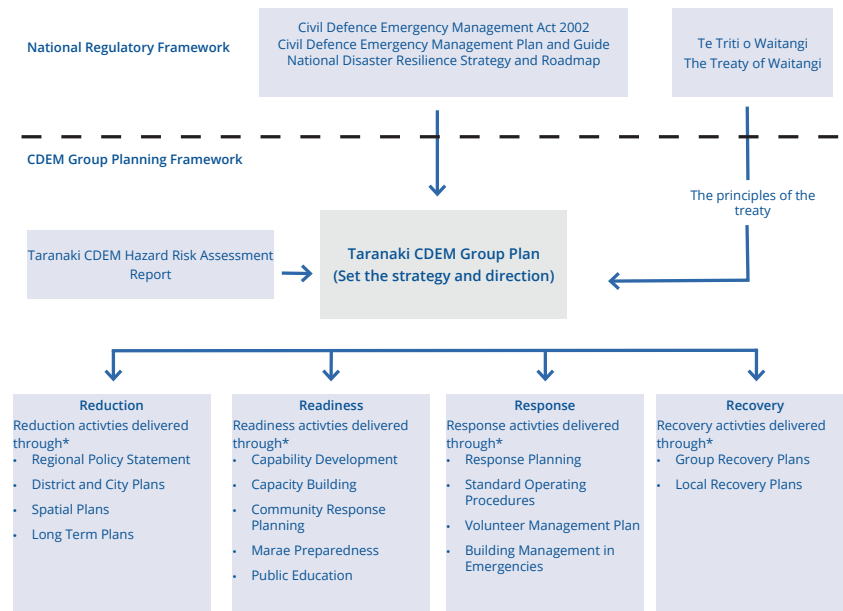
Te Rākau Whakamaru ki Taranaki

Taranaki CDEM Group

This section defines roles and responsibilities of agencies and role-holders across the 4 Rs of emergency management, outlining how we work together and helps to support the NDRS objectives 2, 7, 8, 10, 15 and 17.

Te Rākau Whakamarumaru i Aotearoa | CDEM in New Zealand

The National Regulatory Framework provides the basis for regional arrangements (Figure 1). The Taranaki Group Plan is informed by the following:



Modified from Bay of Plenty CDEM Group Plan 2024 - 2029

* These lists are not comprehensive and function as examples only

Figure 1. Regulatory framework informing activities within the Taranaki CDEM Group Plan 2025-2030.

Te Rahi o Te Rākau Whakamarumaru ki Taranaki | Taranaki CDEM Group

Who is the Taranaki CDEM Group?

The Taranaki Civil Defence Emergency Management Group (Taranaki CDEM) is established under the CDEM Act 2002. The CDEM Act 2002 requires every regional council and territorial authorities within that region to unite to establish a CDEM Group.

Members of the Taranaki CDEM Group:

- Taranaki Regional Council (TRC)
- New Plymouth District Council (NPDC)
- Stratford District Council (SDC)
- South Taranaki District Council (STDC)

The Taranaki CDEM Group Plan 2025-2030 was prepared by the Taranaki CDEM Group pursuant to the requirements of Section 48-56 of the CDEM Act 2002 and any subsequent amendments.

The CDEM Group Plan for Taranaki was approved by the Taranaki Civil Defence Emergency Management Group on XX XXX 20XX, to take effect on XX XX 20XX and remain in force until XX XX 20XX.

Te Rangatiratanga | Governance

As the Taranaki CDEM Group, we are responsible for ensuring an integrated approach to emergency management across the region.

The Taranaki CDEM Group Constituting Agreement details the roles and responsibilities of all members of the CDEM Group, including the financial arrangements.

There are two committees that govern and manage the Taranaki CDEM Group:

- Taranaki CDEM Joint Committee
- Taranaki CDEM Coordinating Executive Group

Te Komiti Āpiti o Te Rahi o Te Rākau Whakamarumaru ki Taranaki | Taranaki CDEM Group Joint Committee

Section 12 of the CDEM Act 2002 requires every local authority in New Zealand Aotearoa to establish a CDEM Group. CDEM Groups are established as Joint Committees under Clause 30(1)(b) of Schedule 7 of the Local Government Act 2002. These have functions, duties and powers as set out in Section 16-18 of the CDEM Act 2002. The Joint Committee has overall responsibility for setting the strategic direction and conducting the business of CDEM in Taranaki. Joint Committee meeting arrangements are set at four meetings per year.

Members of the Taranaki CDEM Group Joint Committee are:

- Taranaki Regional Council
- New Plymouth District Council
- Stratford District Council
- South Taranaki District Council

Members are represented on the Joint Committee by the Chairperson of the Regional Council and Mayors from each of the Territorial local authorities or an elected person from that local authority who has delegated authority to act for the Mayor or Chairperson.

The Taranaki CDEM Joint Committee resolved to invite three iwi representatives (one from each of the three waka - Aotearoa, Kurahaupō and Tokomaru) as non-voting participants to their meetings. The Civil Defence Emergency Management Act 2002 does not currently provide for iwi representatives to sit as statutory members of the Joint Committee².

Responsibilities

The functions, powers and duties of each member of the CDEM Group are specified in the CDEM Act 2002 (sections 16, 17, 18). The Joint Committee is responsible for ensuring the Group fulfils its CDEM responsibilities in respect of-

- strategy
- work programmes
- monitoring progress
- overseeing the Group Plan and
- undertaking appointments for statutory emergency management roles

² The CDEM Act 2002 legislation defines the statutory members of the CDEM Joint Committee exclusively as the member councils within the CDEM Group area. It is noted that amendments may be required over the duration of this plan to align with evolving legislation and regulatory changes.

Te Kāhui Whakahaere o Te Rahi o Te Rākau Whakamarumaru ki Taranaki | **Taranaki CDEM Coordinating Executive Group**

The Coordinating Executive Group (CEG) was established under Section 20 of the CDEM Act 2002 and is responsible for:

- Implementing, as appropriate, the decisions of the Joint Committee
- Providing advice to the Joint Committee
- Overseeing the implementation, development, maintenance, monitoring and evaluation of the Taranaki CDEM Group Plan

CEG is chaired by a chief executive officer (or an alternate representative with delegated authority to act for the chief executive officer) of one of four local authorities and consists of:

- New Plymouth District Council, CEO (statutory member)
- South Taranaki District Council, CE (statutory member)
- Stratford District Council, CE (statutory member)
- Taranaki Regional Council, CE (statutory member)
- New Zealand Police, senior representative (statutory member)
- Fire and Emergency New Zealand, senior representative (statutory member)
- Health New Zealand Te Whatu Ora, senior representative (statutory member)
- Hato Hone St John Ambulance, senior representative (co-opted member)
- Ministry of Social Development, senior representative (co-opted member)
- Three representatives from Ngā Iwi o Taranaki (co-opted members)
- Any other persons that may be co-opted by the Civil Defence Emergency Management Group

Maru Tiaki | **Administering Authority**

In accordance with Section 23 of the CDEM Act 2002, the Taranaki Regional Council is the administering authority for the Taranaki CDEM Group and CEG.

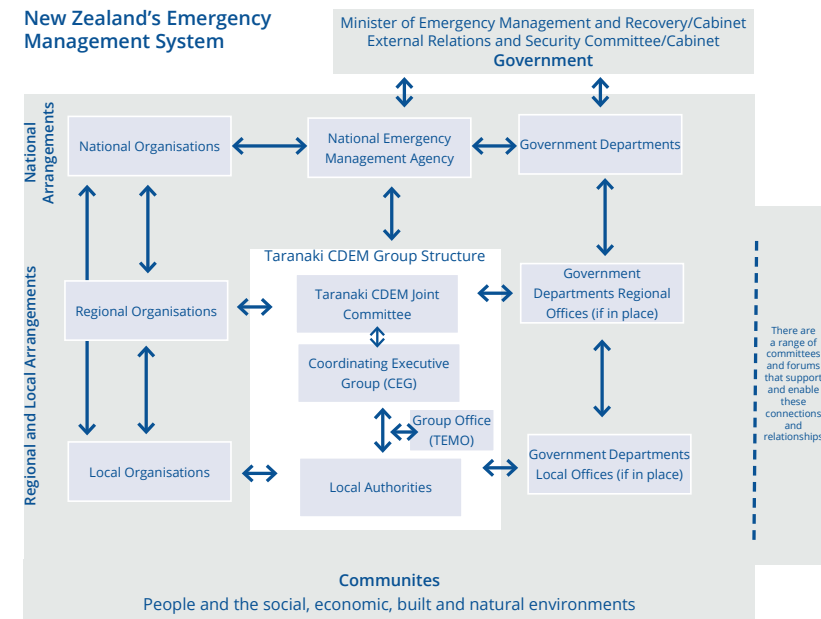
In 2020, the Taranaki Regional Council contracted New Plymouth District Council to provide day to day administration and relevant support services for the Taranaki Emergency Management Office (TEMO). The Taranaki Regional Council remains the administering authority for the Taranaki CDEM Group and CEG.



Ngā Hononga ā-mahi/ā-tikanga | **Partner and Stakeholder Relationships**

The Taranaki CDEM Group does not operate in isolation; it is part of a National Emergency Management System. The Taranaki CDEM Group maintains strong partnerships and relationships with iwi, emergency services, government agencies, volunteer groups, business and community groups (Figure 2). Furthermore, the Taranaki CDEM Group maintains strong partnerships with iwi, volunteer groups, emergency services, government agencies, business and community groups to enable a whole of society approach to emergency management

New Zealand's Emergency Management System



Modified from Figure 6.1 Guide to the National CDEM Plan 2015 and Bay of Plenty CDEM Group Plan 2024-2029

Figure 2. New Zealand's Emergency Management System

Te Rohe o Te Rahi o Te Rākau Whakamarumaru ki Taranaki | Taranaki CDEM Group Area

The CDEM Group manages the Taranaki CDEM Group area, covering the areas contained within New Plymouth, Stratford, and South Taranaki Districts from Tongapōrutu in the north to the Waitōtara catchment in the South (which includes the Wai-inu Beach settlement). Its western boundary extends 12 nautical miles into the sea to align with the seaward boundary of the Taranaki Regional Council. (Figure 3). The far eastern boundary of the Taranaki CDEM Group area aligns with the Stratford District boundary, encompassing the Whangamōmona, Marco and Tahora settlements (which lie within the Manawātū-Whanganui Regional Council area) with the Whangamōmona Saddle representing the eastern landmark boundary.



Figure 3. Taranaki CDEM Group Area

Te Horopaki ā-Tiriti | Our Treaty Context

There are eight iwi whose rohe or tribal area falls either partially or entirely within the Taranaki Region (Figure 4). The rohe of Te Kotahitanga o Te Atiawa, Te Kāhui o Taranaki, Te Rūnanga o Ngāti Ruanui, Te Korowai o Ngāruahine, and Te Rūnanga o Ngāti Mutunga are located completely within the region. The rohe of Te Rūnanga o Ngāti Tama overlaps the Waikato region to the north, and those of Te Kāhui Maru and Te Kaahui o Rauru overlap the Manawātū-Whanganui region to the east and south.

All iwi in Taranaki now have their Treaty Settlements finalised. The Taranaki CDEM Group aim to work in partnership and collaboration with tangata whenua across Taranaki and uphold the principles of Te Tiriti o Waitangi The Treaty of Waitangi.

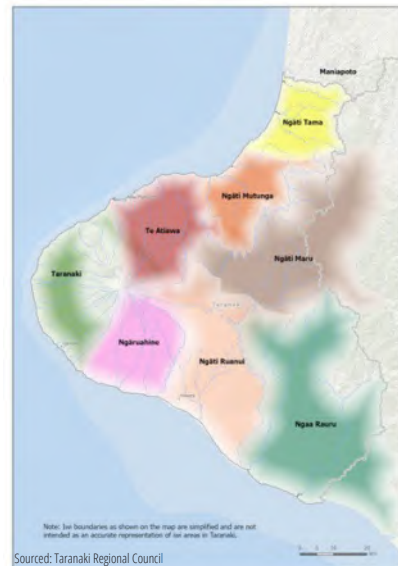


Figure 4. Iwi boundaries within the Taranaki region

Te Āhua o Te Rahi | Group Structure

CDEM delivery in the Taranaki region is centrally coordinated by a Group Office, the TEMO.

Regional CDEM is coordinated and delivered via TEMO with support from the three Taranaki District Councils (New Plymouth, South Taranaki and Stratford) and Taranaki Regional Council. The three district councils in Taranaki provide more of the local CDEM delivery through their emergency management personnel and staff, as well as any additional local delivery cost. The Group Office will provide CDEM coordination, support, and administration across the CDEM Group area. As a CDEM Group region-wide provision of systems, processes and training occurs. This ensures strong organisational and CDEM resilience, as one part of the region can provide seamless deployment within the Group area should this be required.

Ngā Haepapa o te Tari o Te Rahi o Te Rākau Whakamarumaru ki Taranaki | Taranaki Emergency Management Office Responsibilities

Emergency management is centrally coordinated by the TEMO and delivered locally through the three District Councils (New Plymouth, Stratford, and South Taranaki).

The TEMO is located at 45 Robe Street New Plymouth, and is administered by a Group Manager, and supported by a team lead, advisors and administration staff. These staff members coordinate and facilitate planning, communications, risk management, systems, documents, and capability development on behalf of the Joint Committee and CEG. The TEMO may also undertake project work on behalf of the Group.

TEMO's responsibilities of the Group Office are outlined in the Taranaki CDEM Group Constituting Agreement (incorporated into this Group Plan via Reference under Section 51 of the CDEM Act 2002).

Standardisation of documentation, systems and processes occur at the Group Office. Standardised documentation of procedures will include:

- Warning procedures;
- Activation and operational procedures (ECC/EOC);
- Response management;
- Communications procedures;
- Operational systems.

Specific functions are-

General

- Maintain relationships and robust communication networks with Taranaki CDEM Group partners and other agencies
- Provide project coordination and management including the ongoing development, implementation, monitoring and review of the CDEM Group Plan and supporting CDEM strategy, policy and plans
- Prepare in consultation with CEG, the annual report of the CDEM Group's activities, budget and performance to the Group for adoption and publishing once adopted
- Represent the CEG on national bodies and projects
- Monitor and respond as appropriate to activities and developments at national level (including legislative or regulatory change or national level guidance)
- Participate in CEG and advisory groups, and other events or collaborations as appropriate

Reduction

- Hazard, risk information, and levels of risk will be discussed with communities to enable them to make informed decisions on reduction works and on the acceptability of any residual risks
- Coordinate risk reduction scientific research and risk analysis in a balanced, practical, and achievable way using best practice methods
- Identify and coordinate risk reduction activities
- Promote consistent risk reduction and prevention messages
- Provide support to the region's district councils and the Taranaki Regional Council on linking hazard risk research to local planning and implementation
- Deliver a Lifelines Programme Management responsibility

Readiness

- Work alongside the region's district councils to build and maintain local CDEM response and recovery capability
- Coordinate and deliver public education and engagement
- Provide professional development and training for CDEM personnel
- Coordinate the development of inter-agency response plans and assist in the development of agency-specific response plans, to specific hazards
- Support communities to prepare for emergencies through liaison with community groups and through the preparation, exercising, and maintenance of community response and recovery plans

- Coordinate development of community volunteer capability
- Maintain the Group ECC in a ready state

Response

- Monitor and respond to the adverse effects of emergencies on behalf of the CDEM Group and disseminate warnings
- Provide support for local and CDEM Group responses

Recovery

- Assist with recovery operations at the local and CDEM Group levels

Ngā Haepapa o ngā Mana ā-rohe | Local Authority Responsibilities

Each local authority ensures that it maintains an appropriate number of suitably trained and competent staff. These staff form a cadre of expertise for Emergency Coordination.

Specific functions for local authorities are–

Taranaki Regional Council

To support regional coordination for CDEM in Taranaki and to provide all the services of the administering authority necessary for effective and efficient delivery of CDEM services across Taranaki (defined under Section 24 of the CDEM Act 2002), including any related services as defined by the CDEM Group.

This role includes the following functions and activities based on the 4 Rs as well as the administering authority function:

Reduction

- Provide regional hazards and risk monitoring management support and advice to the TEMO as required by the Group
- Implement methods for natural hazards under section 11.1 of the Regional Policy Statement for Taranaki 2010 (or its replacement)

Readiness

- Provide TRC staff for CDEM training and professional development

Response and recovery

- Provide CDEM personnel for regional coordination roles at the Group ECC during response and recovery
- Provide support for fulfilling key CDEM Group appointments such as Group and Alternate Controllers, Welfare Managers and Recovery Managers
- Provide EOC support for the region's district councils in local CDEM coordination and delivery as required

Administering authority

Provide secretariat services for the CDEM Group and CEG (convening meetings, providing venues, distributing agendas, providing minutes and catering).

Territorial Authorities

The responsibilities of the region's three district councils – the New Plymouth, Stratford and South Taranaki district councils – relate primarily to local CDEM operations and delivery within their local authority areas. Territorial authorities also have lifeline utility responsibilities under the CDEM Act 2002.

This role will include the following functions and activities based on the 4 Rs as well as the lifeline utility responsibilities:

Reduction

- Linking district policy and planning and implementation to objectives within the CDEM Group Plan and the Regional Policy Statement for Taranaki 2010, or its replacement
- Implement methods for natural hazards, under section 11.1 of the Regional Policy Statement for Taranaki 2010, or its replacement

Readiness

Develop and maintain capability and capacity to lead local CDEM operations and delivery by:

- Allocating leadership roles: controller, information gathering and planning, Welfare Manager and Recovery Manager and alternates, for either the Group or local level
- Providing for staff to undertake professional development, training and participation in exercises
- Developing a local Emergency Operations Centre (EOC) capability and ensuring all systems and processes, and facilities and resources, are robust (such as communications, impact assessment, welfare delivery, local recovery management)

- Supporting TEMO in the preparation and delivery of community resilience programs

Response and recovery

- Activate local CDEM response and recovery when required
- Provide CDEM personnel for operations and delivery roles at the local EOC or regional Emergency Coordination Centre during response and recovery
- Provide support for fulfilling key CDEM Group appointments such as Alternate controllers, Welfare Managers and Recovery Managers
- Provide liaison with TEMO
- Provide support for other territorial authorities and TEMO with CDEM delivery as required

Lifeline utility responsibilities

- Fulfill responsibilities under Section 60 of the CDEM Act 2002 to ensure territorial authority lifeline utilities are able to function to the fullest possible extent during and after an emergency

Te Whakawhanake Piringa Mā Te Hononga o ngā Tari Huhua | Developing Partnership Through Multi Agency Collaboration

Effective collaboration at national, regional, and local levels is crucial for aligning plans that require multi-agency responses. Building these collaborative relationships before emergencies occur is essential. Multi-agency collaboration groups facilitate the sharing of knowledge, increases awareness, communication, and co-designed planning as well as the strengthening of relationships.

The TEMO has signed a Partnership Charter with NEMA alongside the other fifteen CDEM Groups across the country. The guiding principles of this charter are to be trusted leaders in emergency management, working together to empower and support communities across New Zealand Aotearoa and to increase our collective resilience.

Te whakawhiti kura me te titoko a ngā pūkenga ā-rohe i te whakamaheretanga me ngā nekehanga | Regional Advisory Groups to Share Knowledge and Support Planning and Operations

The Taranaki CDEM Group has established a number of advisory groups to share knowledge and support and inform the decisions of the Group, and in particular the CEG. Advisory Groups are a source of interested, trained, experienced personnel who provide specialist advice on operational planning across the 4 Rs and expertise to assist emergency management. Advisory Groups ensure effective liaison between CDEM and key stakeholders in the community and are a key pathway to sector networks. Advisory group personnel receive training and take part in exercises to the extent possible.

The Taranaki CDEM Advisory Groups are:

Rural Coordinating Group (RCG)

The RCG is convened to provide expert and sector relevant experience, links, information, and coordination to build and support resilience for individuals, families, whanau, business, and communities. The Taranaki RCG serves a variety of purposes that aim to ensure that the rural community and primary industries sector are better prepared for and able to respond and recover from adverse events.

Welfare Coordination Group (WCG)

The purpose of the WCG is to coordinate and support the delivery of welfare services by local authorities and agencies prior to, and during, an emergency. The WCG also provides advice on welfare related issues to the Taranaki CDEM Group Welfare Manager.

Welfare services support individuals, families and whanau, and communities in being ready for, responding to and recovering from emergencies. Welfare services are managed and delivered at the local level and coordinated and supported at regional and national levels. The objective of the welfare services function is to carry out activities across the 4Rs (reduction, readiness, response and recovery) to provide for the needs of people affected by an emergency and to minimise the consequences of the emergency for individuals, families and whanau and communities. Communities can be affected by emergencies in different ways and may need different types of welfare services.

There are two welfare sub-functions described in the Coordinated Incident Management System (CIMS 3) which are Needs Assessment and Welfare coordination delivery. As further outlined in CIMS 3, welfare coordination delivery is further divided into 7 clusters with each cluster having a lead responsible. These clusters are Inquiry, Care and Protection services for children and young people, Psychosocial Support, Household Goods and Services, Financial Assistance, Shelter and Accommodation, and Animal Welfare. Government agencies with responsibility for coordinating each of the sub-functions and clusters, as well as agencies that support the sub-functions and clusters are key WCG members and include the agencies with welfare service responsibilities as detailed in the National Plan.

CDEM coordinate across these agencies and deliver on specific welfare needs. During an emergency the WCG will meet as often as required according to the scale and impacts of the emergency.

Taranaki Seismic and Volcanic Advisory Group (TSVAG)

The TSVAG is an advisory group to the Taranaki CDEM Group to provide a forum for discussion, planning and advice for issues relevant to seismic and volcanic hazards in the Taranaki region.

Risk Reduction Advisory Group (RRAG)

The purpose of the RRAG is to support and inform decisions of the Group and the CEG. The RRAG will promote a better understanding of the hazards (natural and man-made) that are present in Taranaki and the options for reducing the societal risks arising from those hazards. This promotion will be both to those within the Taranaki CDEM Group and to organisations outside of the Group.

Readiness and Response Advisory Group (RARAG)

The RARAG is an advisory group to the Taranaki CDEM Group, through the CEG. The group aims to promote effective and collaborative readiness and response capability across the Taranaki CDEM Group region, contribute to and co-ordinate the development and implementation of the readiness and response components of the CDEM Group plan, and to support the ongoing relationships between the emergency services to enable a coordinated response in an emergency.

Geospatial Innovation Advisory Group (GIAG)

The GIAG operates in an advisory, networking and information sharing capacity, both to the Taranaki CDEM Group and other organisations during BAU and disasters, through the CEG. The GIAG aims to actively support and contribute to the implementation of the GIS Strategy, promote effective and collaborative GIS capability across the Taranaki CDEM Group region, and maintain ongoing relationships between the emergency services and partners organisations to enable a coordinated response in an emergency.

Taranaki Lifelines Advisory Group (LAG)

The Taranaki Lifelines Advisory Group (LAG) is an advisory group to the Taranaki Civil Defence Emergency Management Group, through the Co-ordinating Executive Group (CEG), that provides a forum for discussion and planning for issues relevant to infrastructure services in an emergency.

The groups aim is to reduce lifelines service disruption risks and minimise restoration time when disruptions occur in the region.

Lifeline utilities in Taranaki actively participate in this group with representatives of the science community, emergency managers, emergency services and other relevant professionals also participating, where and when appropriate. The LAG is formed of utilities that provide infrastructure services to the community such as transportation, energy, communications, water and waste. Membership comprises appropriate representatives from the main Lifeline Utility services, covering: electricity (Generation & Distribution), fuel (Production, Storage & Distribution), media (Radio & Television networks), gas (Production & Distribution), telecommunications (Networks), transportation (Ports, Airports, Road & Rail), water (Production & Distribution), wastewater and stormwater (Network Provision & Disposal). In addition, key stakeholders are invited to participate in LAG, covering: co-opted members (National Groups & Regional Decision Makers), fast moving consumer goods (Distribution & Retail) and critical community customers (Facilities & Service Providers).

The Group's activities and projects focus on identifying local hazards and risks, identifying interdependencies between lifeline utilities and promoting best practice approaches to risk reduction, readiness, response and recovery for lifeline utilities, including establishing planning arrangements. The Taranaki Lifelines Group has contributed to projects such as the Taranaki Lifelines Vulnerability Study, 2018.

The TEMO delivers a Lifelines Programme Management responsibility.

The Terms of Reference for the above groups are approved by the Joint Committee.



Te Whakatū Tangata mā te Ture | Statutory Appointments

Controllers

The CDEM Group has appointed a Group Controller and Alternate Controllers in accordance with Section 26 of the CDEM Act 2002 and these positions operate out of the ECC during a response. Local Controllers, and alternatives will also be appointed for each local EOC under Section 27 of the CDEM Act 2002. A Local Controller must follow any directions given by the Group Controller during an emergency.

The Taranaki CDEM Group has delegated the following powers under Section 18 of the CDEM Act 2002 to the Group Controllers¹:

1. **General powers:** The Group Controller is delegated the authority to co-ordinate the activities (as are required to perform his/her duties) detailed in Section 18(2) including:

- recruit and train volunteers
- conduct CDEM training exercises, practices, and rehearsals
- issue and control the use of signs, badges, insignia, and identification passes
- provide, maintain, control, and operate warning systems
- provide communications, equipment, accommodation, and facilities for the exercise of its functions and powers during and emergency.

2. **Power to require information:** The Group Controller is delegated the authority to require information to be provided under Section 76.

3. **Emergency Powers:** The Group Controller is delegated the authority to exercise all the emergency powers conferred on the Group by Section 85 and shall make reports on the actions undertaken at such intervals as are directed by the Chairperson of the Group. For the avoidance of doubt, the Group Controller retains the specific emergency powers conferred on Controllers in sections 86-92 and 94.

Recovery Managers

The CDEM Group has appointed a Group Recovery Manager (and alternate Recovery Managers) as well as Local Recovery Managers (and alternatives) in accordance with sections 29 and 30 respectively of the CDEM Act 2002. These positions operate out of the ECC and EOC during a response and thereafter through recovery.

The Taranaki CDEM Group has delegated the following powers under Section 18 of the CDEM Act 2002 to the Group Recovery Managers:

1. General powers: The Group Recovery Manager is delegated the authority to co-ordinate the activities (as are required to perform his/her duties) detailed in Section 18(2) including:

- recruit and train volunteers
- conduct CDEM training exercises, practices, and rehearsals
- issue and control the use of signs, badges, insignia, and identification passes
- provide, maintain, control, and operate warning systems
- provide communications, equipment, accommodation, and facilities for the exercise of its functions and powers during and emergency.

Group and Local Recovery Managers have access to powers during a transition period designed to assist the recovery phase which are outlined within Section 94H to 94N CDEM Act 2002.

¹ All powers that are delegated to the Group Controller will also be delegated to Local Controllers

Group Welfare Manager

Positions of Group Welfare Manager, and alternative Welfare Manager, are made by the CDEM Group in accordance with Section 62(6) of the National Civil Defence Emergency Management Plan 2015. The Plan 2015 specifies that each CDEM Group is responsible for:

- the co-ordination of and arrangements for local delivery of welfare services
- the appointment of a suitably senior and experienced CDEM Group Welfare Manager to fulfil that function; and alternative CDEM Group Welfare Managers.

The Group Welfare Manager is responsible for leading the development of the Taranaki CDEM Group Welfare Plan.

- The purpose of the Taranaki CDEM Group Welfare Plan is to provide a strategic framework for welfare coordination and delivery in the Taranaki CDEM Group Area, under the operative Taranaki CDEM Group Plan. It confirms the statutory and operational roles and responsibilities of CDEM welfare agencies, through risk reduction, readiness, response and recovery (4 Rs).

Non-statutory Leadership Appointments

Function Manager appointments for EOCs and the ECC are made at the discretion of the statutorily appointed leaders (Controllers and Recovery Managers) to give effect to the Coordinated Incident Management System and recovery equivalent organising structure.

These appointments are separate and additional to employee positions of councils, made on merit and may include external volunteers. Training and exercising to maintain competency and currency is included in our volunteer management and readiness activities. These positions include, but are not limited to:

- Response Manager
- PIM Manager
- Logistics Manager
- Operations Manager
- Planning Manager
- Intelligence Manager
- Welfare Manager

Ngā Whakaritenga Toha Utu me ngā Rawa | Cost and Resource Sharing Arrangements

Cost apportionment

Members of the CDEM Group have agreed to apportion the costs of administrative and related services in respect of the CDEM Group in Taranaki as per the following agreed funding split:

Table 1: Taranaki CDEM Group Cost apportionment

Local authority	Percentage of approved budget
Taranaki Regional Council	34%
New Plymouth District Council	40 %
South Taranaki District Council	18%
Stratford District Council	8%

Further detail regarding financial responsibilities for key CDEM organisations can be found in Table 2 below.

Response expenditure delegation

In order to provide for an effective response to an emergency, the following financial delegations for the persons appointed to the position of Group or Local Controller apply, where appropriate local authority delegations have not been approved previously for the area concerned:

Local Controllers: Any one item of expenditure of up to \$100,000 for within their area

Group Controller: Any one item of expenditure of up to \$100,000 for within their area.

Recovery Transition Period expenditure delegation

In order to provide for an effective recovery transition period to an emergency, the following financial delegations for the persons appointed to the position of Group or Local Recovery Manager apply, where appropriate local authority delegations have not been approved previously for the area concerned:

Local Recovery Manager: Any one item of expenditure of up to \$100,000 for within their area

Group Recovery Manager: Any one item of expenditure of up to \$100,000 for within their area.

Recovery Funding

Recovery financial delegations, are the responsibility of the home organisation that are conducting recovery activities. Recovery expenditure may include employment of recovery staff or project delivery activities. These arrangements may be established in advance or arranged at the time of recovery office establishment.

Recovery delivery is primarily the responsibility of district councils. Councils will set financial delegations for Local Recovery Managers as part of their usual financial approval processes. Each local authority is required to ensure appropriate delegations are made to the Local Recovery Managers to undertake their functions. Recovery funding requirements differ with each event and are thus determined on a case-by-case basis. Recovery expenditure is overseen by the Local Recovery Manager and a clear record of any expenditure is kept by the relevant Recovery Office - systems and processes are in place for tracking expenditure through response and recovery.

Central Government funding mechanisms may be available to assist with costs incurred during recovery - Section 33 of The Guide to the National Civil Defence Emergency Management Plan 2015 outlines detailed criteria for access to these funds. Essential infrastructure recovery repairs, disaster relief funds and road and bridge repair subsidies are key Central Government financial support mechanisms during recovery, subject to eligibility thresholds in accordance with government policy. Other Central Government financial support mechanisms may be activated and tailored to the needs of the impacted community. Claims for government assistance are made by the organisation incurring the expenditure.

Central Government funding mechanisms may be made available, subject to the nature of the emergency and Central Government decisions on availability. Agencies that have provided recovery funding mechanisms from previous events include:

- Ministry of Business Innovation and Employment
- Ministry for Primary Industries support to primary industries,
- Ministry of Social Development
- Te Puni Kokiri
- Ministry of Education
- Department of Internal Affairs
- Natural Hazards Commission
- Ministry for the Environment
- Ministry of Health and Health New Zealand
- NZ Transport Agency

The Taranaki Region CDEM Group Recovery Plan provides further details regarding the financial arrangements developed by the Group for the Recovery phase.

Taranaki Regional Disaster Relief Fund

The Taranaki Regional Disaster Relief Fund is a collaboration between the Taranaki Foundation, Taranaki Regional Council, Stratford District Council, South Taranaki District Council and New Plymouth District Council. The fund provides a single point of contact for donations, and local co-ordination to distribute to those in need. The fund is designed to be activated swiftly when an emergency strikes.

While the Taranaki Foundation will manage the collection and receipting of funds, decisions about where the money goes are made by the Taranaki Council Group which includes the regional council chair, Taranaki Foundation chair and the three mayors in Taranaki.



Table 2: Detailed financial responsibilities for key CDEM organisations in Taranaki

Types of cost	Group Office (TEMO)	District Councils (NPDC, STDC, SDC)	TRC	Other CDEM Stakeholders
Programmed activities				
Representation	Responsible for funding representation costs for their own staff and elected members.			
Risk Reduction, Resilience and Readiness activities	- Leading and delivering Group programmed activities, including support to local delivery - Strategy and Planning requirements - Standard operating procedures - Training and capability delivery 24/7 Duty Officer Monitoring and activation - Coordination of CDEM Centre staff (EOCs and ECC) and function leads - Group office costs (staff, equipment/vehicles/ plant, facility requirements)	- Statutory responsibilities related to the delivery of 4 Rs - All costs associated with their own CDEM personnel, facilities and resources - Staff training and exercise participation - CDEM Centre staffing (EOCs and ECC) - Delivering local CDEM community resilience building activities	- Statutory responsibilities related to the delivery of 4 Rs - All costs associated with their own CDEM personnel, facilities and resources - Staff training and exercise participation - CDEM Centre staffing (EOCs and ECC)	- Statutory responsibilities - Staff training and exercise participation - CDEM Centre staffing (EOCs and ECC)
Emergency Management Facilities	- All costs associated with the Emergency Coordination Centre (ECC) - All costs associated with Group shared emergency equipment - All costs associated with Emergency Management facility information technology requirements and licensing, including a regional CDEM GIS platform	- All costs associated with the Emergency Operation Centres (EOCs), excepting IT licensing - Business continuity requirements	Business continuity requirements	

Types of cost	Group Office (TEMO)	District Councils (NPDC, STDC, SDC)	TRC	Other CDEM Stakeholders
Emergency expenditure				
Staffing	Staff requirements for CDEM Centre staffing at EOCs and ECC, including CIMS Function Managers			Any direct incurred costs for areas of responsibility
Impact of disaster	Shared Group funding could be applied where there are widespread adverse regional impacts, and there are regional benefits to do so	Local authorities take full first line responsibility for dealing with the impact of disaster in their geographic and functional areas of responsibility, including all emergency expenditure		Any direct incurred costs for areas of responsibility
Claims	Prepare claims according to the government claims process for Group costs	Prepare claims according to the government claims process for respective incurred expenditure		
Emergency Recovery	Taranaki Regional Disaster Relief Fund	CDEM recovery within their districts or regions		



Te Whakatinana i tēnei Mahere | Implementation of this Plan

The Taranaki CDEM Group is a collective of its member councils, all of which develop and maintain their own plans. Individual council plans, such as Long-Term Plans, Annual Plans, Asset Management Plans and Community Engagement Plans, provide details of each council's budget, work priorities, projects, and key performance indicators. It is these plans, in addition to the Taranaki Regional Council Regional Policy Statement for Taranaki, and TEMO plans which are all fundamental delivery mechanisms of this Group Plan.

The Group Plan provides an overarching strategic direction for the Taranaki CDEM Group and its members as a collective, ensuring that while each council addresses its unique needs within their district and communities, actions are aligned with shared regional goals. By working together, the Taranaki CDEM Group can set common priorities, guide individual councils in their emergency management efforts, and maintain flexibility to adapt to the diverse needs of local communities. This collaborative approach supports the region efficiently through obtaining and sharing hazard information, promoting information sharing to better understand the nature and scale of our natural hazards and avoids a "one-size-fits-all" model, promoting tailored solutions for different areas within the region. The TRC natural hazards gap analysis work is an example of increasing council collaboration and regional leadership. Through this collective approach, we ensure that the region is prepared, resilient, and capable of responding to and recovering from emergencies in a coordinated and effective manner.

Strategic Framework and Delivery Mechanisms

The Group Plan is designed to set clear priorities and direct both regional and local actions across four key areas of emergency management:

- Reduction – delivered through Regional Policy Statement, District Plans, Spatial Plans, Long-Term Plans, Reserve Management Plans.
- Readiness – delivered through capability development, capacity building, community resilience planning, community response planning, group welfare planning, public education activities, community emergency centre planning, volunteer management planning.
- Response – delivered through response planning, standard operating procedures, volunteer management planning, building management in emergencies.
- Recovery - delivered through group recovery plans, local recovery plans, including amendment to Council plans where recovery is significant and long-term.

Each council contributes to these areas through a range of specific functions, with both CDEM-related activities and broader community resilience initiatives.

These include:

- Key Performance Indicators and projects undertaken by Emergency Management Staff within Councils
- Iwi/hapu/marae engagement
- Hazard and risk reduction in Regional, and District Plans
- Climate Change Strategy and adaptation activities
- Spatial and Long-term Planning
- Infrastructure Strategy
- Flood protection schemes
- Professional development and capacity building of the emergency management workforce
- Management of stormwater, wastewater and potable water resilience
- Building management, including management of earthquake prone buildings
- Local roading and bridge development and maintenance
- Coastal regeneration work

Furthermore, the Taranaki CDEM Group develops a Taranaki CDEM Annual Plan (aligned with the financial year). This annual plan is focused on collective activities across the region and those activities delivered by Taranaki Emergency Management. The annual business plan is aligned to the strategic objectives of the Group Plan and helps set annual work priorities which contribute towards achieving the Taranaki CDEM Group Plan strategic objectives. Annual work priorities will pivot and be tailored to meet the strategic objectives within this Group Plan.

By integrating reduction, readiness, response, and recovery into everyday council functions and planning processes, the Taranaki CDEM Group strengthens the region's overall resilience, while recognising the unique needs of each community.



Wāhanga Toru | Section Three

Hā Tātou Tāngata, Tō Tātou Rohe

Our People, Our Region

Taranaki's unique climate and west coast environment, coupled with its diverse historical and cultural qualities, play a major role in creating a region that is world renown for being an attractive place to live, work and play. Understanding the Taranaki community and environment helps us to develop a profile of the kind of hazards and risks that Taranaki faces which in turn allows us to reduce risks and build resilience against the challenges that adverse events can present.

This section outlines key characteristics within the social, built, natural and economic environments of Taranaki to set out the environmental context for this Group Plan.

The statistical information provided in this section is sourced from official 2023 Census results, and other studies produced by Statistics New Zealand or Infometrics⁴.

Te Taiao Hapori | Social Environment

The resident population in Taranaki has increased by 7.2% from 117,561 in 2018 to 126,015 in 2023 and now makes up 3% of New Zealand's Aotearoa total population. The region is split into three districts: New Plymouth to the north with a population of around 87,000; Stratford in central Taranaki servicing around 10,150 people and South Taranaki, including the main centre of Hāwera, with a population count of approximately 29,000.

Taranaki has higher proportions of elderly and youth than the national average. The median age within the Taranaki region is around 40.4 years, with those aged 14 years and under comprising approximately 21% of the population and those aged 65+ years making up a total of around 17.5%.

The ethnic breakdown of Taranaki compared to the rest of New Zealand Aotearoa is shown below.

- European: 83.6%
- Māori: 21.8%
- Asian: 5.7%
- Pacific Peoples: 2.6%
- Middle Eastern/Latin American/African: 0.8%
- Other ethnicity: 1.4%

It is important to note that ethnic group is a self-determined affiliation, with people identifying as belonging to one or more ethnicities. Māori counts were measured in two ways in the 2023 Census. Māori descent is based on whakapapa, while ethnicity is a self-determined cultural affiliation.

Household income is a fundamental measure of living standards and reflects the economic health of an area. The average household income in Taranaki Region was \$113,987 in 2024, which was lower than the New Zealand Aotearoa average of \$132,812. Household income growth in Taranaki Region was 5.3% for the year to March 2024. Growth was lower than in New Zealand Aotearoa(5.7%)⁵.

The population is socio-economically diverse. There are still areas of high socioeconomic deprivation within northern and southern Taranaki, coastal and eastern hill country communities, Waitara and small pockets of deprivation in New Plymouth as measured by the New Zealand Index of Deprivation 2023 (NZDep 2023)⁶.

The National Disaster Resilience Strategy 2019 (NDRS) outlines that New Zealand's Aotearoa level of individual and household preparedness for emergencies (including preparedness for our animals) is not as high as it should be, given the risks New Zealanders face.

⁴ Infometrics are independent, trusted advisors on how the New Zealand Aotearoa economy is performing, with particular expertise in understanding the macro-economy, local economies, sectors, the construction industry, demographic projections, climate change policy, and the supply and demand for skills. Their economic intelligence and forecasting services help inform decision making. Infometrics (2024). Regional Economic Profile: Taranaki Region.

⁵ Massey University and Environmental Health Intelligence New Zealand (2023). New Zealand Index of Deprivation 2023.

The National Emergency Management Agency (NEMA) Annual Preparedness Survey 2024 shows that 53% of New Zealanders are not prepared for an emergency. The survey indicates that people are increasingly recognising the personal responsibility that comes with being prepared and more people are thinking about what will happen to them and their families in an emergency. The survey also indicates that cost can be a barrier to preparation.

Te Whai Whakaaro o Te Rākau Whakamarumarū ki Te Taiao o Te Hapori | CDEM Considerations within the Social Environment

- The Taranaki community has a relatively high percentage of elderly and youth – their awareness, engagement and preparedness in CDEM activities is important for current and future resilience.
- Additionally, socio-economic disparities can impact individuals or households' ability to prepare for, or cope during an emergency. Research shows that money can be a barrier to preparedness with individuals on lower incomes not having money to protect themselves, for example through insurance, or having stockpiles of food, medications and household supplies. Recovery may take a long time, and financial stress can also lead to mental health impacts.
- Population growth within the region, in particular within New Plymouth, may lead to more welfare.
- The increase in Māori population within the region reinforces greater involvement and partnership with mana whenua and mataawaka.
- Increases in cultural and linguistic diversity raises important issues for the CDEM sector regarding how to effectively engage and involve all Taranaki residents.
- Low levels of individual and community preparedness increase risk.
- The relatively low number of CDEM events experienced within Taranaki is a fortunate element on the one hand, however this factor can lead to complacency and low levels of preparedness.
- Focussing on vulnerable populations within defined hazard zones can help target resilience interventions to improve response and recovery objectives.



Te Mahere Rahi a Te Rākau Whakamarumarū ki Taranaki 2025-2030

Te Taiao Hapori Tū | **Built Environment**

Taranaki is well-served by an extensive infrastructure network, including roads, airport and the only deep-water seaport on the western seaboard. The presence of the energy (oil and gas) sector in the region has required development of unique energy and telecommunications infrastructure and transport systems. Taranaki's only city is New Plymouth (Ngā Motu). The main towns are: Hāwera (Te Hāwera), Stratford (Whakaahurangi), Inglewood (Te Kōhanga Moa), Waitara, Ōākura, Opunake, and Pātea. There are also several smaller country and coastal communities. The population of 117,500 makes the region the 10th largest in the country.



Ngā Kāinga Noho me ngā Whare Tūmatawhānui | **Residential Dwellings and Public Buildings**

Household dwellings in the region number approximately 49,689. Around 68% of occupied dwellings are owned privately. Knowledge about the quality of buildings in terms of their resilience to various types of natural hazards (e.g. earthquake, volcanic ash loading, tornado) is variable across the region. New buildings are subject to a range of tests to ensure new builds are resilient to natural hazards and must comply with New Zealand's Building Code (which encompasses the minimum standards required in the Building Act).

As of 1 July 2017, new regulations for district councils regarding assessing the earthquake risk of public buildings came into force. This will speed up the requirements for district councils to carry out assessments of earthquake prone public buildings and will provide a better understanding of the level of risk to which the public is exposed.

Ngā Waka | **Transportation**

The Roothing Network⁷

The Taranaki region has 7% of the country's local rural sealed roads and 5% of the country's total (sealed and unsealed) local roading network. This is relatively high considering the region's population and land area is only around 3% of New Zealand's Aotearoa total. The primary reasons for the relatively large roading network are the region's intensive agricultural land use patterns, with a consequential need to provide efficient local roading networks to service the regions widely dispersed rural communities.

In total there are 3,916 kilometres of roads in Taranaki, of which 3,168 kilometres (82%) are sealed. The network is made up of 391 kilometres (10%) of state highways and 3,504 kilometres (90%) of local roads, of which around 77% are local rural roads. Furthermore, there are 710 kilometres of 'paper roads' in the New Plymouth District, 700 kilometres in Stratford and 631 kilometres in South Taranaki.

The state highways in the region are as follows:

- State Highways 3 and 3A link the region with the main centres to the north and south as well as being the key intra-regional link.
- State Highway 43 which provides a link to the central North Island.
- State Highway 45 which connects coastal residents to the rest of the region.
- State Highway 44 which connects Port Taranaki to State Highway 3 in New Plymouth.

State Highway 3 is of particular strategic value and significance for Taranaki to both the north and south, as it is a primary route for the delivery of fast-moving consumer goods, the export of regional products, as well as being the primary road evacuation route.

Airport

New Plymouth Airport (Papa Rererangi i Puketapu) is the region's only passenger airport with airline passenger numbers at 401, 686 in the 2023 financial year. The new terminal is designed to cater for up to 600,000 passengers a year⁸.

New Plymouth Airport has general aviation facilities for private planes and helicopters, including hangers and refuelling services (BP). The airport has three runways in regular us, 1 asphalt and 2 grass.

Port

Port Taranaki is located in New Plymouth and is the only deep-water seaport on New Zealand's Aotearoa western seaboard. Port Taranaki has nine fully serviced berths for a wide variety of cargoes and vessels. The maximum port draft is 12.5 metres and has a maximum vessel capacity of 225 metres. It handles large volumes of cargoes, principally those of the farming, forestry, engineering and petrochemical industries.



⁷ Taranaki Regional Council, 2021. Regional Land Transport Plan for Taranaki 21/21/22 – 2026/27.

⁸ New Plymouth Airport Papa Rererangi i Puketapu Ltd. Annual Report for the period 1 July 2022 – 30 June 2023.

Rail

Rail access is only from the south via the Marton to New Plymouth line (MNPL) which brings freight to and from the Port. Rail is an important mode of exporting primary product, such as logs, from the region.

Fuel⁹

Fuel is stored for supply at retail outlets supplied by the four oil companies (Mobil, BP, Gull, Z). Some retail outlets are owned and managed by those companies, others are independently owned and/or managed. The re-fuelling rates vary, though it is typically in the range of 'days' during normal levels of use. Most diesel and petroleum for regional needs are shipped into Port Taranaki. This provides resilience of the fuel supply chain by providing two alternate methods of bringing in fuel to Taranaki (if either road or port access is disrupted). The Fuel Industry (Improving Fuel Resilience) Amendment Act 2023 promotes the resilience of engine fuel supplies in New Zealand Aotearoa by requiring every fuel industry participant (an obliged person) to hold a minimum level of cover (the level of engine fuel stock that represents the minimum number of days for which the fuel stock must last in order to meet the daily fuel demand or consumption). This act ensures minimum levels of fuel stockholding and mitigates fuel disruption during an emergency.

Ngā Arahainga | Bridges

There are 298 bridges on state highways and 707 bridges on local roads, of which 432 are single-lane. This equates to Taranaki roads having a bridge approximately every four kilometres.

Te Hinu me te Kapuni | Oil and Gas¹⁰

Natural gas in New Zealand Aotearoa is sourced from approximately 15 gas fields in Taranaki, with most of the gas coming from the four largest fields – Pohokura, Mangahewa, Maui and Kupe.

Product is piped to onshore production stations and from there condensate is piped or moved via tanker trucks to Tank Farms, for shipping to offshore refineries through Port Taranaki.

From Taranaki, gas is fed into the national pipeline network which supplies the whole country. The gas transmission network is a pressurised pipe network designed and operated to the AS/NZS 2885

suite of standards and can withstand significant seismic shaking, though there is a risk of gas pressure loss. Threats mainly relate to major land movement from differential ground movement (fault rupture, liquefaction), local weather-related land slips, coastal erosion, the impact of urban encroachment and third-party mechanical damage.

The Māui pipeline, Port Taranaki, First Gas transmission pipeline and Omata Tank Farm are all rated as nationally significant assets.

Te Hiko | Electricity

There are two levels of connectivity for the Taranaki electricity network:

1 The high voltage national electrical transmission system that covers both North and South Islands. This system connects generation sources to local substations and is operated by Transpower. The Taranaki region connects at Stratford to the National Grid through 220 kV circuits that run north to Huntly and south-east to Bunnythorpe. Under normal operation, generation exceeds demand in this region and power is exported to the rest of the National Grid.

2. The lower voltage local distribution network that connects substations to local businesses and residents. This local network is operated in Taranaki by Powerco.

There are several electricity generation sites in Taranaki, with Taranaki producing nearly 1/5 of the Country's electricity. The largest is the Stratford (575MW) Gas Powered Plant and is considered a nationally significant asset¹¹. The second largest (100MW) is the Nova McKee gas generation plant.

Manawa Energy has smaller hydro sites at Lake Mangamahoe and on the Pātea and Motukawa Rivers.

The Waipipi onshore wind farm in South Taranaki takes advantage of the region's strong wind resources. Additionally, the Sunergise Kāpuni Solar Power Plant exports renewable electricity into Powercos network. Further renewable energy resources are projected to be utilised within Taranaki, increasing diversity of renewable electricity sources and decreasing reliance on traditional non-renewable resources.

Ngā Ara Kawe Reo | Telecommunications

The Telecommunications sectors is one of the most complex, with rapid technology changes and high levels of interconnection between various providers which share parts of the network and exchange messages between networks^{12 13}

The Taranaki network consists of mobile cellular sites providing overlapping coverage, the Western fixed line fibre network (one of three North Island fibre mains), which is considered nationally significant and, and the New Plymouth Exchange (regionally significant).

The main broadcasting (radio transmission) site located on Taranaki Maunga is rated nationally significant and is a critical hub for services in the lower North Island. It is the hub for associated towers for other critical services (such as Police, Ambulance, Transpower, One NZ and Spark cellular).

Pāwai | Dams

Major private dams include the Mangorei Dam Scheme, and Patea Dam, owned by Manawa Energy. The Mangorei Dam and associated hydro-electric power scheme operated by Manawa Energy are located 6.4 kilometres east of Waiwakaiho industrial estate in the New Plymouth district. The Patea Dam and associated hydro-electric power scheme operated by Manawa Energy are located 42 kilometres east of the Patea river mouth in the South Taranaki district.

New Plymouth District Council controls and manages the detention dams on the Waimea, Huatoki and Mangaotuku Streams, two tributary detention dams, the Highlands Park Flood Detention Dam, together with diversion tunnels, culverts, and earth embankments (the New Plymouth detention dam scheme).

The Ministry of Business, Innovation and Employment (MBIE) provide a nationally consistent approach to dam safety. In May 2022, new regulations released required owners of dams that meet the height and volume requirements to confirm the potential risk their dam poses, put in place safety plans and undertake regular dam inspections. This was to be commenced from 13 May 2024. Dams that fall within the scope of the regulations were given a potential impact classification based on their potential to cause harm in the event of failure.

Dam owners are required to classify their dam according to the potential impact its collapse would have (low, medium, or high) and to register that classification with their regional council. This classification is regularly reviewed, which means that changing risk factors such as new downstream development or changing hydrological conditions can be taken into account.

Owners must also prepare dam safety assurance programmes, which include emergency action plans, and provide an annual compliance certificate for medium or high potential impact dams.

Regional councils process building consents for dams, administer and monitor dam safety management (including holding a dam register) and develop dam policy.

Wai Whāinu, Wai Paraawa, Wai Para | Drinking Water, Stormwater, Wastewater

The majority of municipal water supplies in Taranaki are sourced from surface water flowing from Te Kāhui Tupua (Taranaki Maunga and peaks, Pouākai, Kaitake and Panitahi). Within the New Plymouth District, water treatment plants at Ōkato, Inglewood and New Plymouth treat water from rivers while the Ōakura municipal supply taps into an underground aquifer resource. Stratford District Council operates three water supplies servicing Stratford, Toko and Midhirst, with river fed sources for Stratford and Midhirst and a bore supply for Toko. South Taranaki District Council operates 10 water treatment facilities, 37 reservoirs and 642 km of water mains to deliver water supply within its district. The Kapuni River is the main water source for the Hāwera township. Bores that tap into groundwater water supplies are common within the rural community.

The three district councils operate and maintain stormwater assets throughout the region to collect, manage and release stormwater runoff with an aim to prevent flooding of properties wherever possible.

Sewerage networks operate in New Plymouth and all other major urban areas in the region. Other areas use on-site sewage treatment, mainly septic tanks.

Ngā Reo Irirangi | Radiocommunications

The radiocommunications network in the region includes RT equipment and AM and FM transmitters that provide the important function of broadcasting information to the public in an emergency.

Te Haumarū i te Waipuke | Flood Protection

Taranaki Regional Council owns and maintains flood protection schemes on the Waiwhakaiti and Waitara Rivers. The regional council also provides flood control schemes for the Hangatahūa River and, in partnership with the South Taranaki District Council, in Opunake and the Waitōtara River.

New Plymouth District Council own and operate a flood protection network within New Plymouth city which includes three major detention dams (Huatoki, Mangaotuku and Waimea) and two tributary detention dams (Huatoki and Fernleigh streets) along with smaller earth detention bunds, culverts and flood diversion tunnels within the developed area.

⁹ Taranaki Emergency Management (2018). Taranaki Lifelines Vulnerability Study.

¹⁰ New Zealand Lifelines Council (2020). New Zealand Critical Lifelines Infrastructure National Vulnerability Assessment.

¹¹ Taranaki Emergency Management (2018). Taranaki Lifelines Vulnerability Study.

¹² New Zealand Lifelines Council (2020). New Zealand Critical Lifelines Infrastructure National Vulnerability Assessment.

¹³ Taranaki Emergency Management (2018). Taranaki Lifelines Vulnerability Study.

Te Whai Whakaaro o Te Rākau Whakamarumaru ki Te Taiāo Hapori Tū | CDEM Considerations within the Built Environment

- Drinking water, wastewater and stormwater infrastructure are vulnerable to a range of hazards including earthquake, landsliding, flooding, power outage, storm events and volcanic lahars.
- If both Port Taranaki and the roading network are disrupted, fuel storage within Taranaki typically is in the range of 'days' during normal levels of use.
- Fuel retail outlets rely on electricity to operate and there is limited or no backup generation in stations within the region.
- State Highway 3 is a strategic link within Taranaki for the delivery of fast-moving consumer goods, as well as being the primary road evacuation route – disruption to this highway or the bridges connecting it, would have supply chain implications and also impact evacuation routes.
- The electricity generation plants in Taranaki rely on gas production sites which in turn require electricity to produce gas (the sectors are highly interdependent)¹⁴.
- A volcanic eruption or earthquake could potentially cause widespread power outages for weeks to months. There would be significant knock-on effects causing service failures of varying degrees to all other lifeline services and many large industrial customers.
- The electricity transmission grid does have some diversity (supplying from the south via Bunnythorpe and the northeast via Huntly-Stratford). However, supply would be constrained if the Bunnythorpe link failed. A volcanic or earthquake event has the potential to impact both links.
- For the electricity distribution network, high windstorms have the highest likelihood of causing widespread service failures. Volcanic ash would also be very disruptive to the network and localised hazards (e.g. lahars) could cause damage taking months or years to fully restore.
- Taranaki's electricity production supplies the national grid during peak winter loads and any damage to this supply would put pressure on national as well as local supplies.
- Roothing infrastructure and bridges are vulnerable to a range of natural hazards particularly flooding, landslips, volcanic activity, storm events and subsidence. Taranaki is reliant on SH3 for fast-moving consumer goods, petrol, and freight for the primary production and energy sectors. SH3 and SH45 are the only land-based evacuation routes in the region. The State Highway network in Taranaki is vulnerable to landsliding and other flood damage and lengthy closures can cause significant negative economic impacts for the region and the country.
- Aotearoa's coastal change dataset reveals patterns of erosion and accretion along the Taranaki coastline. Areas of erosion include the coastline adjoining the New Plymouth Airport and north of the Waitara River.
- The Port and other low-lying areas are vulnerable to tsunami.
- Taranaki's supplies of oil and gas are of domestic and national significance. Some goes through the Port, a portion of which is reclaimed and vulnerable to liquefaction.
- Most communications transmission equipment is located on Mt Taranaki and will be affected during an eruption event. Some of the cellphone transmission towers are susceptible to landslips.
- As a majority of municipal water supplies are taken from surface water resources, these are vulnerable to hazards such as landsliding, ashfall, lahar, flooding and power outage. This also applies to private farm rain-fed water supplies.
- While the likelihood is rare, failure of a detention dam, such as the Huatoki, Lake Mangamahoe or Pukekura Park dams in New Plymouth while they are full would have severe consequences for properties downstream.
- The region has a high number of rivers draining from the mountain with urban development within close proximity. Increasing severity of localised storms increases the risk of overland flows in areas previously unaffected by surface flooding.
- Coastal inundation risk (concentrated at low lying river mouths).
- River erosion and flooding risks resulting from residential properties located near to riverbanks.
- Unquantified (knowledge gap) in respect of coincidental coastal and catchment flooding events.
- New Plymouth city has some development on steeper topography.

¹⁴ New Zealand Lifelines Council (2020). New Zealand Critical Lifelines Infrastructure National Vulnerability Assessment.

Te Taiāo Ohanga | Economic Environment

A notable feature of Taranaki's economic environment is its reliance on its physical and natural resources for its social and economic wellbeing.

Te Pakihi me te Mahi Moni | Business and Employment¹⁵

Taranaki generated over \$10 billion of Gross Domestic Product (GDP) in the year to March 2023, which contributed 2.7% of national GDP. The three highest contributors to the regional GDP are Agriculture, Forestry and Fishing (14.9%), Manufacturing (10.4%) and Mining, including Gas and Oil Extraction (10.2%).

In 2023 there 63,348 jobs filled in the region and an unemployment rate of 2.8%, compared to 3.3% nationally. The largest employment sectors are Manufacturing (14.4%), Construction (10.8%), Health Care and Social Assistance (10.4%), and Agriculture, Forestry and Fishing (9.5%).

Te Ahumahi Tāpoi | Tourist Industry

During the 2020 – 2022 COVID-19 Pandemic tourism spend nationally was down by 36.5%, but Taranaki's decreased by only 10.2% indicating that most of our tourism is domestic.

There is a strong arts and culture component of Taranaki's tourism trade, with visitors to the Len Lye Centre, WOMAD, Centuria Taranaki Garden Festival and TSB Festival of the Lights. These events bring large numbers of visitors to the region with significant benefits for the local economy.

Te Papakura o Taranaki and Taranaki Maunga are a key attraction for the region. The Taranaki Crossing is a project within Te Papakura o Taranaki, connecting and upgrading 25km of walking tracks on the maunga. The Taranaki Crossing Project is expected to generate \$3.7 million annually for the region's economy by 2025.

Te Whakanao | Manufacturing

Taranaki has a distinctive manufacturing base, with a national and international reputation for its expertise in food processing, particularly of dairy products. Manufacturing employs around 17% of Taranaki's employment base and comprises 11% of the region's GDP. The special servicing needs of the dairy and petrochemical sectors (and to a lesser extent the meat, energy, industrial, chemical and timber processing sectors) have contributed to the development of both heavy and light engineering industries¹⁶.

Te Wāhanga Ahuwhenua | Agricultural Sector

The agricultural sector (including forestry and fishing) is critical to Taranaki. It is the highest contributor to the regional GDP (14.6%) and fourth largest employer (9%). Around 60% of the region is used for intensive farming. The region contains about 1800 dairy farms and most of them are situated on the volcanic ring plain surrounding Taranaki Maunga. Dairy farms are heavily reliant on power and water.

The Taranaki region is also a significant producer of poultry for the rest of the country. Most poultry farms are intensively farmed and are heavily reliant on power and water. The Taranaki agricultural sector contributes significantly to New Zealand's food production and supply.

The Taranaki region is also a significant producer of poultry for the rest of the country. Most poultry farms are intensively farmed and are heavily reliant on power and water. Other growing rural industries include forestry, and honey.

The rural environment of Taranaki forms a distinct social and economic environment of its own and communities within the rural environment face their own unique challenges.



¹⁵ Infometrics (2023). Regional Economic Profile Taranaki Region 2023.

¹⁶ Taranaki Regional Council, 2021. Regional Land Transport Plan for Taranaki 21/21/22 – 2026/27

Te Whai Whakaaro o Te Rākau Whakamarumaru ki Te Taiāo Ohanga | CDEM Considerations within the Economic Environment

- The agricultural sector is vulnerable to hazards including flooding, drought, ashfall, lahar, cyclones, as well as power and water outages. Pest and animal diseases, such as Foot and Mouth Disease and Avian Influenza, also have the potential to devastate the agricultural sector with significant economic consequences for the region and New Zealand Aotearoa. Severe weather events have proven to have significant on-farm costs in Taranaki, due to infrastructure, and loss of production impacts. Road closure after severe weather events also have an effect on farmers' ability to move stock and feed and undertake normal seasonal work. Many natural hazards have the potential to affect feed and water availability for stock and poultry and may reduce stock numbers and future income. An extended period of volcanic unrest may disrupt stock numbers and productions for years. Low river flows can impact upon water take requirements within the agricultural and horticultural sectors with significant economic consequences.
- Rural communities in particular are vulnerable to isolation due to road closures during emergencies.
- Extended dry periods with subsequent low river flows have the potential to negatively impact the petrochemical and gas-fired electricity generation capacity of the region, as these industries depend on river flow water for cooling purposes. Low flows in rivers can therefore adversely impact both hydro generation and gas-fired generation.
- The oil and gas industry is particularly susceptible to power and water outages. Any hazard or event that affects access to commercial and residential gas supplies is costly. This was demonstrated by the shutdown of the Maui pipeline in October 2011, due to a leak caused by land movement – this event cost approximately \$200 million in economic impact to the rest of the country. The presence of the oil and gas industry and associated technologies in the region requires management of additional hazardous substances and processes, either on site, during storage, or during transportation.
- Special events such as WOMAD, the Festival of Lights, and garden and art festivals attract high numbers of tourists to the area who are not aware of local hazards or local resources and facilities. Any arts or other recreational event that attracts a large number of visitors to the region increases the potential need for welfare services and evacuation in the event of an emergency.

Te Taiāo Urutapu | Natural Environment

Taranaki is located on the west coast of the North Island of New Zealand Aotearoa and is bordered by the Tasman Sea. The region has 286 main river catchments and 530 named rivers. More than 300 waterways flow across the ring plain from Taranaki Maunga, which for the most part, are characterised by short, narrow catchments with steep gradients and high quantities of volcanic sediment. Native vegetation covers 40% of the region and over 151,000 hectares are formally protected.

At 723,610 hectares, the Taranaki region makes up approximately 3% of New Zealand's Aotearoa total land area. An additional 68,910 hectares of Stratford District which is within the Manawātū-Whanganui (Horizons) Region is covered by Taranaki for the purposes of CDEM – bringing the total land area for the CDEM Group to 792,520 hectares.

Geographically defined by one of New Zealand's Aotearoa most recognisable landmarks (Taranaki Maunga), the region consists of four distinct landforms, which naturally impact the landscape and contain their own inherent risks:



- The **volcanic ring plain**, centred on Taranaki Maunga, consists of fertile and free-draining volcanic soils. The ring plain supports many urban settlements plus intensive pastoral farming (particularly dairying). Farming is most intensive on the flatter land in southern Taranaki. The radial drainage system is extensively used by the agricultural sector for pastoral irrigation, community water supplies, and for a wide range of recreational purposes. Approximately 40% of the region is in indigenous forest and shrubland, mostly within Te Papakura o Taranaki and areas of the eastern hill country.
- The **eastern hill country** that lies to the east of the ring plain is steeply dissected and prone to soil erosion and slipping. However, it can support both pastoral farming and commercial forestry when managed in accordance with the physical limitations of the land.
- The **coastal environment** is characterised by high cliffs, boulder reefs and black sand beaches. This environment is exposed to the west and consequently to high energy wave and wind conditions which can produce ongoing and extensive coastal erosion. There are few areas of sheltered water beyond the major estuaries and the confines of Port Taranaki.
- The **coastal and inland marine terraces** extend north and south along the coastline and contain coastal sand dunes and highly versatile and productive soils. The combination of light sandy soils and strong westerly winds has resulted in a landscape that is this vulnerable to wind erosion.

The Taranaki climate is for the most part determined by its location in relation to the large-scale weather patterns affecting New Zealand Aotearoa. Taranaki is typically a sunny, windy region with a good supply of evenly distributed rainfall and moderate temperatures. Taranaki Maunga produces strong orographic effects including higher rainfall accumulations at elevation and wind variations around the mountain. The predominantly westerly airstream makes the Taranaki region one of the windiest in New Zealand Aotearoa. The incised nature of ring plain streams means that flooding is generally not a major problem. However, occasional intense rainfall events can lead to rapid rises in river levels and flooding. The climate and soils are well suited for the intensive dairy production of the region, although moisture deficiency during summer months can limit pasture production for a time.

Te Whai Whakaaro o Te Rākau Whakamarumaru ki Te Taiāo Urutapu | CDEM Considerations within the Natural Environment

- Certain areas of the natural environment are more exposed to hazards than others – for instance locations more likely to experience flooding, coastal erosion, tornados, drought and landsliding.
- The probability of an eruption of Taranaki Maunga is 30-50% within the next 50 years. The consequences of such an event have been assessed to be high to extreme across the natural, built, economic and social environments.
- Climate change is projected to increase adverse weather and erosion hazards along the region's coastal environment, floodplains and hill country areas. Rising sea levels may cause escalated risks to natural and built environments along the coast, and to the people who live in coastal and river mouth areas in the region¹⁷. Climate change also has the potential to increase the time spent in drought in the region which would lead to negative impacts to the natural, economic and social environments, particularly within the rural sector.
- Tsunami hazards threaten low-lying areas near the coast, river mouths, and estuaries.
- Biosecurity emergencies – for instance Foot and Mouth Disease, Avian Influenza or major pest incursions – may impact the natural flora and fauna and also economic production within the region.

¹⁷ Ministry for the Environment (2018) Climate Change Projections for the Taranaki Region. <https://environment.govt.nz/facts-and-science/climate-change/climate-change-projections/impacts-of-climate-change-per-region/projections-taranaki-region/#what-could-this-mean-for-taranaki>.

Te Rarapa ki Taranaki | Taranaki at a glance

Total population

126,015

Total household dwellings
49,689 approx

68% of occupied dwellings are owned privately

Average household income
\$113, 987

Ethnicity breakdown

- European: 83.6%
- Māori: 21.8%
- Asian: 5.7%.
- Pacific Peoples: 2.6%.
- Middle Eastern/Latin American/African: 0.8%.
- Other ethnicity: 1.4%

Taranaki has higher proportions of elderly and youth than the national average.

Median age for Taranaki: **40.4 years**

Those aged 14 years and under make up 21% of the population

Those aged 65+ years make up total of 17.5%

Largest employment sectors

Manufacturing (14.4%)

Construction (10.8%)

Health Care and Social Assistance (10.4%)

Agriculture, Forestry and Fishing (9.5%)

286 main river catchments

530 named rivers

GDP for the Taranaki region
\$10 Billion

Highest contributors to the regional GDP

Agriculture, Forestry and Fishing (14.9%)

Manufacturing (10.4%)

Mining, including Gas and Oil Extraction (10.2%)

3,916 km's of total road in Taranaki

391 kms state highways (10%)

3,504 kms local roads (90%)

Probability of an eruption of Taranaki Maunga in the next 50 years

30-50%

Total land area for Taranaki CDEM Group

792, 520 hectares

298 bridges on state highways
(including one single-lane bridge at the on SH43)

707 bridges on local roads
(432 are single lane)

Only deep water seaport on New Zealand's Aotearoa western seaboard

Approximately 40% of the region is indigenous forest and shrubland, mostly within Te Papakura o Taranaki and areas of eastern hill country.

Information has been taken from Our People, Our Region Section Three

Wāhanga Whā | Section Four

Ngā Matepā me ngā Tūraru i Taranaki

Hazards and Risks in Taranaki

The region's population and coastal location, diverse landscape, and economic significance come together in distinct ways to present a unique set of challenges for emergency management. An understanding of the risks (which include the likelihood of a hazard occurring, and the potential consequences) to be managed within the region and the current risk management in place is the first step in effective emergency management planning.

The Taranaki CDEM Group Plan 2018-2023 contains a list of regional hazards that were assessed prior to the development of the plan. Over the life of the 2018-2023 Group Plan, the understanding of many of the major hazards within New Zealand Aotearoa has further developed, specifically regarding the volcanic risk within Taranaki. Guidance from NEMA¹⁸ recommends CDEM Groups focus on hazards that may require a multi-agency coordinated response and/or have a higher impact on the community. In order to ensure that the hazards to be reviewed and included in the current Group Plan reflect the risks posed to the region, a full review was undertaken in 2023 to determine if any hazards had changed as a result of new research. The hazard review was presented to a group of representatives from across the CDEM Group and partners to ensure there was consensus on what should be included within the hazard risk assessment. Although the region is at risk from dozens of hazards, 33 were chosen to make up Taranaki's 'hazardscape'.

Hazard amendments from previous assessments

Some hazards that were listed in the previous CDEM Group Plan have been amended or removed due to the following reasons:

- The hazard is a localised risk and not deemed to present a significant risk to the region
- The hazard is similar to another and can be combined to create a single hazard title that captures the consequences of both
- The hazard is a consequence of other hazards and cannot be easily assessed independently
- The hazard is an exacerbating factor influencing the severity of other hazards (e.g. climate change) and should be assessed as part of the process across a range of hazards.

Te Matepā, te Tūraru rānei | Hazards vs. Risk

The CDEM Act 2002 defines risk as "the likelihood and consequences of a hazard" while a hazard is defined as being "something that may cause, or contribute substantially to the cause of, an emergency". The NDRS defines a hazard as being "a potentially damaging event, entity, phenomenon or (malicious or non-malicious) human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards can be single, sequential or combined in their origin and effects". The Taranaki CDEM Group focusses on managing the risks and impacts from the hazards within our region.

Tā Taranaki Tukanga Aromatawai Tūraru Matepā | Taranaki's Hazard Risk Assessment Process

To further develop our understanding of Taranaki's hazards and risks, a formal hazard assessment process was undertaken by the Taranaki CDEM Group, based upon guidance from NEMA. This process has been updated since the last group plan review, resulting in several changes to the way in which hazards are assessed. This has included the use of Maximum Credible Event (MCE) scenarios for all hazards and a focus on the consequences across four environments; Social, Built, Economic and Natural. This replaced the previous risk assessment process utilised for prior CDEM Group Plan development and implements the international risk management standard AS/NZS ISO 31000. This process provides a more thorough assessment of the consequences of hazards and enables a more detailed review of consequences common across a range of hazards, enabling consequence-based planning and targeted risk mitigation.

The regional hazard risk assessment was conducted in three phases:

- A review of existing identified regional hazards, development of MCE scenarios, likelihood of occurrence and consequence ratings.
- Hazard impact assessment (analysis)
- Assessment data collation, review and reporting (evaluation)

Nine fully workshoped hazards were completed in time for the current Group Plan. A survey-based approach was utilised to provide a risk assessment basis for the other hazards which will be further assessed over the duration of this Group Plan. The risk assessment process provides a means for the Taranaki CDEM Group and CDEM partners to collaboratively evaluate the potential impacts and consequences of hazards to our communities. This approach enables a shared understanding of risk priorities and facilitates a thorough review of consequences associated with different hazards. As a result, we can engage in consequence-based planning and targeted risk mitigation. Although ranking risks is beneficial, the analysis of the data also provides a comprehensive view of who or what is most at risk to various hazards and identifies common impacts across multiple hazards.

Pāpātanga Tūraru Matepā | Hazard Risk Ratings

Based on the 4 workshops and 2 risk assessment surveys, the risk scores for the 33 identified hazards were calculated and their risk rating is presented in Table 3. Each hazard has been given a risk rating based on the likelihood of occurrence and the overall level of consequence following assessment.

It is necessary to consider these risk ratings as preliminary findings. The current results represent our existing understanding of the risk but may be updated as evidence-based information and research develops, and the risk assessment process progresses. Findings from any additional workshops and surveys conducted or evidence-based research will be incorporated into our ongoing plans and will be published every five years during the review of Group Plans.

It is also necessary to note that future work, in partnership with local Māori and iwi, to understand the specific consequences of hazards to tangata

whenua within the region is intended to be undertaken throughout the duration of this group plan.

The work that may occur to address higher level risks includes determining the level of risk acceptance within the group and wider community, understanding and reviewing risk mitigation measures that are in place, identifying further risk reduction that can occur, preparing response arrangements and conducting further hazards research to better understand the risk and consequence from a hazard.



¹⁸ National Emergency Management Agency. (2022). Risk Assessment: Guidance for CDEM Group Planning. Director's Guideline for Civil Defence Emergency Management Groups [DGL23/22].

Te Takiwā Pūmate o Taranaki | Taranaki Region Hazardscape



Table 3. Hazard likelihood, consequence and risk rating

● Very High Risk ● High Risk ● Medium Risk ● Small Risk

Hazard (in no order)	Likelihood	Consequence	Risk Rating
Taranaki Maunga – Large volcanic eruption	Possible	Major	●
Severe Weather - Cyclone	Possible	Major	●
Flooding-river	Possible	Moderate	●
Infectious human disease	Possible	Moderate	●
Tornado	Likely	Minor	●
Animal disease	Possible	Moderate	●
Flash floods	Possible	Moderate	●
Plant pest/disease	Possible	Moderate	●
Coastal flooding-storm surge/erosion	Possible	Minor	●
Earthquake - local fault	Rare	Moderate	●
Dam break - failure	Rare	Moderate	●
Cyber attack	Possible	Minor	●
Drought	Possible	Minor	●
Fire -built environment	Possible	Minor	●
Fire -natural environment	Possible	Minor	●
Hikurangi Subduction Zone – earthquake and tsunami	Unlikely	Moderate	●
Lifelines failure – gas pipeline	Possible	Minor	●
Maritime incident/spill	Unlikely	Moderate	●
Slope instability – eastern hill country	Possible	Minor	●
Transport accident – major air accident	Rare	Major	●
Civil unrest	Unlikely	Minor	●
Water supply failure	Unlikely	Minor	●
Water supply contamination	Unlikely	Minor	●
Fuel supply failure	Unlikely	Minor	●
Heatwave	Unlikely	Minor	●
Terrorism	Unlikely	Minor	●
Tsunami - local source	Unlikely	Minor	●
Tsunami - regional/distance source	Unlikely	Minor	●
Radiation event	Rare	Minor	●
Volcanic eruption -distance source	Rare	Minor	●
Hazardous substance event	Possible	Insignificant	●
Heavy Snowfall (low elevation)	Possible	Insignificant	●

Ngā Tūraru me ngā Whakaaweawe i Taranaki | Risk and Impact in Taranaki

Applying the risk assessment process outlined in the NEMA Directors Guideline, both Taranaki Maunga – large volcanic eruption and cyclone hazards have been assessed as having a 'very high-level risk' rating. The assessment process resulted in no hazard within Taranaki reaching the 'critical' risk rating threshold. This does not mean that Taranaki does not experience severe and impactful hazard events but reflects the difficulty of utilising a 'whole of region' risk assessment approach to a diverse region such as Taranaki.

The combination of Taranaki's vastly diverse landscape as well as population and community spread, influencing hazard exposure, contribute to the different ways in which our communities experience emergencies and disasters. Hazards that impact the entire region may result in localised impacts that can be devastating to specific communities, while the broader region is able to recover more quickly.

Taranaki holds strong social networks and active community groups, which significantly enhance the regions adaptive capacity. However, adaptive capacity varies across different localities, leading to differences in resilience and response capabilities within the region. While regional risk assessments typically focus on broad, regional impacts, they may overlook specific, localised challenges and impacts that could have more severe consequences on a local scale. More localised impacts can be determined throughout the hazard assessment workshops and local risk reduction strategies can be considered. Although the Taranaki hazard risk assessment process addresses the capacity and capability of the entire region to manage and recover from impacts at a broad level, it is essential that our emergency management plans and partnerships also consider response needs at a local level.

It is likely that the region will face multiple hazards in any major event. For example, heat waves and droughts may occur simultaneously, a heavy rainstorm event may cause flooding and landsliding, or an earthquake could trigger tsunami, landsliding and major infrastructure damage which can have cascading impacts such as power and water outages. The overall complexity of these multi-hazard events and the damage and losses are significantly increased. They generate additional demands on the emergency management system leading to greater challenges to effectively mitigate and manage the impacts.

The Taranaki CDEM Group has a key role in supporting the safety and wellbeing of our communities. CDEM Group planning is the means by which CDEM Group partners identify the specific challenges, arrangements, work programmes and priorities for each CDEM Group to support their communities¹⁹.

To supplement the regional risk assessment, the TEMO has conducted hazard specific risk assessments on defined hazard exposure zones (i.e. flood zones). Hazard Risk Summaries have been prepared on hazard zones including dam failure, long-term electricity failure, flooding, sea State (short-term erosion), slope instability (roading isolation), and tsunami, where these are available. Volcanic, cyclone/severe weather and earthquake hazard risk summaries are planned to be completed over the life of this Group Plan (refer to priority hazards section). Hazard Risk assessment processes provide a more granular consideration of community exposure, impact and vulnerability assessment, and have informed the development of this Group Plan and operational plans and processes.

The hazard risk summaries inform comprehensive community risk assessments, that identify communities with the high priority for resilience work planning. From these community engagement is tailored to, and prioritised, within these areas to bring about awareness and build resilience. This work is aimed to be published and made publicly available.

Priority Hazards and Risks

Aotearoa New Zealand uncomfortably sits second on Lloyds of London's list of most exposed countries to natural hazards. It estimates the average cost of natural disasters to New Zealand's economy is 0.7% of gross domestic product (GDP) per year .

The Taranaki Hazard Risk Assessment and risk rating process is outlined on page 36. Some of the hazards listed within the Taranaki Region Hazardscape and within Table 3, are managed by government entities or organisations other than CDEM. The Taranaki CDEM Group are mandated through legislation or expertise to manage an emergency arising from geological, meteorological and infrastructure failure hazards . Understanding and analysing risks is a crucial process that enables prioritisation of hazards . The hazards with the highest risk rating, and managed by the Taranaki CDEM Group, or where there is an identified need for prioritisation, will receive more resources and management from the CDEM Group over the duration of this Group Plan.



¹⁹ National Emergency Management Agency (2022). Risk assessment: guidance for CDEM Group planning, Director's Guideline for Civil Defence Emergency Management Groups [DGL 23/22]. ISBN 978-0-478-43527-6.

Prioritised Hazards

It is important for the Taranaki CDEM Group to direct resources to the management of hazards with the highest risk rating. This does not mean that other hazards are not important, but that for the time being, their management is less of a priority. This section discusses in more detail the priority hazards and the risk implications for these in Taranaki. Prioritised hazards in Taranaki are:

- Volcanic
- Severe Weather/Cyclone
- Flooding
- Earthquake
- Tsunami
- Space Weather
- Climate Change (as an exacerbator to many hazards)

Although this section of the Group Plan focuses on prioritised hazards, it does not preclude the emergence of new or other hazards that may become more prevalent and pose a risk for Taranaki communities. It is particularly important that opportunity is taken to identify, analyse and address new or emerging risks in a timely manner.

What is the risk and what are we doing about it?

Risk evaluation is a crucial aspect that decides what risks need to be further managed, and the priorities for doing so ²⁰. The process of identifying priority hazards and subsequent gaps (be that from research, knowledge, planning and/or funding gaps) and the priority actions required for risk treatment is summarised in Table 4.

Risk treatment can take the following forms ²¹:

- Reduce or modify the hazard (e.g. construct stopbanks to control flood waters, dune nourishment and planting to reduce coastal inundation).
- Modify behaviour (e.g. land use planning rules to avoid risk zones).
- Reduce or modify vulnerability (e.g. minimum floor heights, building strengthening, replacing brittle pipe networks).
- Risk transfer (accept some assets will be damaged and take out insurance).
- Accept risk and plan for response and recovery (e.g. public alerting, planning for evacuation, welfare and recovery).

Having appropriate levels of emergency management in place (readiness, response and recovery arrangements) are also valid means to treat risk (Figure 5).

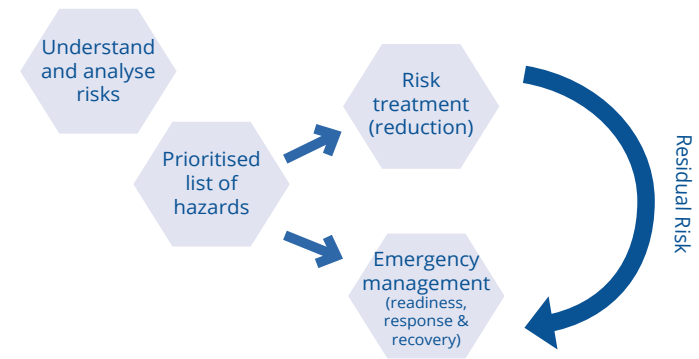


Figure 5 Relationship between risk treatment and emergency management.



²⁰ CDEM Group Planning, Directors Guidelines for Civil Defence Emergency Management Groups [DGL 09/18].

²¹ CDEM Group Planning, Directors Guidelines for Civil Defence Emergency Management Groups [DGL 09/18].

Table 4. Summary of priority hazards, gaps and priority actions required for risk treatment.

1	Hazard Risk Assessment for Taranaki	What are our Priority Hazards	Are there any gaps or mitigations under development?	What are our Prioritised Action
2	Prioritised Hazards (based on the hazard risk rating and the CDEM Group responsibilities for meteorological, geological and infrastructure failure hazards)	Volcanic	New hazard science has been developed through the He Mounga Puia Transitioning Taranaki to a Volcanic Future project. This new evidence base is yet to be incorporated into planning. The Volcanic Unrest Response Plan is out of date	5-year Volcanic Operational Planning Programme Review and update the Volcanic Unrest Response Plan, based on new hazard science from the He Mounga Puia project Catastrophic Planning for Taranaki will also be explored over the duration of the Group Plan using a volcanic hazard scenario Complete a hazard risk assessment
		Severe Weather/ Cyclone		Severe Weather/Cyclone initial response action plan Complete a hazard risk assessment
		Flooding	Taranaki Regional Council new regional flood modelling data, as well as new Waitōtara Catchment flood modelling under development. This includes nature-based solutions research within the Waitōtara Catchment.	Review and update the Flood Response and Recovery Plan based on new modelling if required
		Earthquake	Current research and planning is up to date	Complete a hazard risk assessment
		Tsunami	New Tsunami Evacuation Directors Guidelines Currently have inundation zones mapped, however no evacuation zones No signage	Complete the Tsunami Work Program
		Space Weather	NEMA National Space Weather Response Plan recently published	Define and investigate CDEM Group responsibilities within resilience and readiness activities and initial response action plans
		Climate Change Impacts		Councils within Taranaki are exploring options and developing adaptation planning

1 Cont	Hazard Risk Assessment for Taranaki	What are our Priority Hazards	Are there any gaps or mitigations under development?	What are our Prioritised Action
3	General Risks	Natural Hazard Science Information Gaps	Gaps in regional natural hazard science information	Regional Spatial Plan gap analysis which includes natural hazard information Development of a regional spatial plan to guide development across all of Taranaki and drive better alignment amongst the four councils.
		Hazard Risk Assessments		Identified priorities for completion: Volcanic (addressed as part of the 5-year Volcanic Program Management Plan) Earthquake Severe Weather / Cyclone



Volcanic unrest/eruption

At 2,518 metres high, Taranaki Maunga is the second highest peak in the North Island and one of the most symmetrical volcanic cones in the world. Taranaki Maunga is the youngest and only remaining active volcano in a chain that includes the Kaitake and Pouakai ranges, Paritūtū, and the Sugar Loaf Islands ²².

Volcanic eruption is the regions key geological hazard and has been rated a 'very high risk' for the region. Taranaki Maunga has a long and active history of past eruptions. Agricultural and pastoral producers can thank Taranaki Maunga's historical eruptions for the region's fertile soils. However, a volcanic eruption today has the potential to affect the region for a long period of time.

Scientists have defined that there is a 30-50% likelihood of Taranaki Maunga awakening again in the next fifty years. Future eruptions may be small or a large, disruptive, decadal-long period of unrest and eruption. The He Mouna Puia Transitioning Taranaki to a Volcanic Future research programme was launched under the maunga's korowai, with a vision to strengthen and deepen our understanding of a future eruption and its impacts on Taranaki. This programme has transformed our understanding of the Maunga.

The volcano science strand proved that active magmas exist at Taranaki Maunga for the first time and has refined Taranaki's most recent eruption timeline. High-precision dating of tephra deposits found in mineral spring deposits reduced age uncertainty from ±70-90years to just ±7-9 years. This breakthrough has shown that Taranaki is much more active than previously thought and confirmed that the most recent eruption occurred in 1790AD, providing a much stronger foundation for forecasting future events. Researchers have also successfully mapped the journey of magma from its deep origins through to the reservoir beneath Taranaki Maunga, discovering that magma is stored much shallower (4 and 12 kilometres) than previously thought. This means the maunga can move from quiet to unrest within weeks to months, giving Taranaki communities a much tighter timeframe for key decision-making ²³.

Potential impacts to roading from a volcanic event include isolation by road (lava flows / lahars crossing SH 3 in a number of places), damage from ground shaking and roads not damaged by near source impacts are likely to be difficult to drive on due to ash. During a volcanic eruption whereby the region may be isolated by road for an extended period of time, Port Taranaki becomes critical for evacuations and transport of emergency supplies. However, while Port Taranaki itself is not in a lahar flow area, port operations are likely to be disrupted by ashfall, electricity, telecommunications and road disruptions. Probable loss of natural gas production would have a significant impact on national electricity

security of supply. Possible damage to gas transmission lines to the north from lahars / lava flows, potentially causing long term gas supply disruptions in the North Island. Additionally, an eruption may cause significant and ongoing affects to North Island air transport and disruption to the Stratford – New Plymouth rail line ²⁴.

What we're doing about it...

• GeoNet Monitoring.

The Institute of Geological and Nuclear Sciences Limited (GNS) undertakes volcanic monitoring through the nationwide GeoNet network. In recognition of the future risk of volcanic activity and to help mitigate the possible impacts, GeoNet operates a robust volcano monitoring network to support the Taranaki region. GNS has regional seismometers that detect any local earthquakes or magma movement that would indicate the beginning of an eruption. Because volcanic tremors have a signature different from common earthquakes, scientists can analyse the information recorded by the GeoNet seismic network and determine whether or not the earthquake is of a volcanic nature. Since detailed monitoring started in the early 1990's no volcano related earthquakes have been recorded ²⁵. Other indications of the volcano reawakening could include changes in ground deformation and activity in warm springs. GeoNet operates GPS-GNSS instruments on and near Mt Taranaki to detect ground deformation. GeoNet also have monitoring in place at the warm springs at Arawhata Road and keep a watchful eye on the volcano with a webcam ²⁶.

• Volcanic Hazard Risk Assessment

• Taranaki Seismic and Volcanic Advisory Group

• 5-Year Volcanic Operational Planning Programme

The Volcanic Operational Planning Programme focuses on how the Taranaki Emergency Management Office (TEMO) will meet its responsibilities under the Civil Defence Emergency Management Act (2002) (CDEMA) to plan for volcanic unrest and eruption from Taranaki volcano. This programme intends to deliver enhanced regional coordination over a five-year period and will be treated as a priority work program. The programme will align with national catastrophic planning work and leverage the He Mouna Puia Transitioning Taranaki to a Volcanic Future science programme outputs.

Severe Weather-Cyclone

Cyclone Hale, the Auckland Anniversary heavy rainfall, and Cyclone Gabrielle were collectively the most severe and destructive weather events in New Zealand's recent history. They resulted in significant devastation to property and ongoing trauma for communities. Most tragically, 15 people died, and one person remains missing. The Treasury estimates the events caused between \$9 and \$14.5 billion of physical damage to households, businesses, and infrastructure ²⁷.

Severe weather-cyclone is the regions key meteorological hazard and has been rated a 'very high risk' for the region. Severe weather and/or cyclones can cause flooding, landslides, and road closures, damage lifeline utilities and the built and natural environments. High winds can cause extended power outages through damage to infrastructure. Low-lying coastal communities are also vulnerable to coastal inundation, particularly when high winds and tides converge with storm surges. These issues can be amplified when high sea levels restrict drainage at river mouths, increasing flooding risk.

Landsliding is also prevalent during severe weather and cyclones - the most common landslide trigger being intense or prolonged rainfall ²⁸. Increasing population, changing land-use and intensification increase the impact and costs associated with landslide events ²⁹.

Long-term transportation disruption can result from areas vulnerable to slope failure, with network damage causing isolation for affected properties. Work involved in clearing the roads and assessing the damage is likely to take months, rather than weeks, particularly where the road surface experiences undercut requiring re-instatement of the road substrate. Greatest likelihood of long-term impact on local authority roads is in remote rural locations, particularly up single lane road access valleys, or where there are limited alternative routes. Roads may also be impacted where single point failures exist, such as bridges and culverts.

What we're doing about it...

• Powerco Base Power

Powerco have developed Base Power units to provide standalone power generation ³⁰. The units use solar panels and battery storage, along with backup diesel generation to supply safe, reliable and durable power independent of our electricity network. The eastern Taranaki township of Whangamōmona is the first Taranaki community on Powerco's network to receive an emergency backup electricity supply to boost rural community resilience. Additional sites are being investigated via partnering with Taranaki's District Council's emergency management teams.

• Community Engagement

Community Emergency Centres and Community resilience planning are activities that can help communities build resilience. Community engagement will be prioritised to those communities identified within our risk assessments and will include those communities being most vulnerable to slope failure and loss of road access.

• Complete a Severe Weather/Cyclone Hazard Risk Assessment

• Severe Weather/Cyclone Initial Action Plan



²² Taranaki Regional Council (2015). Taranaki As One Taranaki Tangata To Tahi.

²³ HMP Research Programme (2025). He Mouna Puia, Puia Rū, Puea Kōrero: Transitioning Taranaki to a Volcanic Future – Research advances and future focuses (end of programme report).

Endeavour Research Programme (MBIE): UOAX1913

²⁴ New Zealand Lifelines Council (2023). Aotearoa New Zealand's Critical Infrastructure: A National Vulnerability Assessment.

²⁵ GeoNet (2023). Keeping an eye on Taranaki Volcano. <https://www.geonet.org.nz/news/33FEjuhLK0sMwCQkOPaR>

²⁶ GeoNet (2023). Keeping an eye on Taranaki Volcano. <https://www.geonet.org.nz/news/33FEjuhLK0sMwCQkOPaR>

²⁷ Report of the Government Inquiry into the Response to the North Island Severe Weather Events (2024).

²⁸ Dellow, G. Tool 2.3.1: General information on the causes of rainfall-induced landslides. Impacts of Climate Change on Urban Infrastructure and the Built Environment.

²⁹ Natural Hazards Portal (2024). Landslides. <https://www.naturalhazardsportal.govt.nz/s/natural-hazard-risk/about-natural-hazard-risk/landslide>

³⁰ <https://www.powerco.co.nz/get-connected/off-grid-solutions> and <https://www.powerco.co.nz/what-we-do/our-projects/remote-area-power-supply>.

Flooding

Floods are New Zealand's number one hazard in terms of frequency, losses, and declared Civil Defence Emergency Management emergencies³¹. Floods are usually caused by heavy rain and can cause injury and loss of life, and damage to property, land and infrastructure.

Although Taranaki's 530 or so named waterways are relatively small in size and length, high rainfall often results in frequent high flows. Our rohe is home to a number of major river systems, including the Waitara, Waiwhakaiti, Patea and Waitōtara, all of which have the potential to cause widespread flooding. While most of our major rivers have flood protection schemes, the ongoing effects of climate change mean even significant engineered solutions will be put under increasing pressure.

Several severe flooding events have occurred in the Taranaki region resulting in widespread consequences. In June 2015, the South Taranaki area received a significant portion of its annual rainfall in one weekend. Preceding the event, the region had received over 100 percent of its usual June rainfall. The event resulted in flooding of the Waitōtara River and township and the floodplain below, a large area of the Eastern Hill country and Uruti areas, and some flooding in the Waitara River. The estimated cost to repair and reinstate the local roads was \$10.25 million.

Flooding can cause damage to critical infrastructure by damaging or obstructing bridges and roads, power lines, and other power supply infrastructure. It can cause environmental and public health issues for water supplies if water treatment and sewerage treatment systems are overcome.

Commercial and industrial activities are also at risk of damage or closure or loss of supplies due to flooding. Flooding of industrial premises can create a risk of hazardous chemicals leaking into flood waters. Land use and increased urbanisation can increase the likelihood of flooding, as it provides less room for rivers to move during a flood event, decreases the amount of land that water can drain into and increases the number of impervious surfaces (paving, road surfaces, hard landscaping).



³¹ NEMA (2024). <https://www.civildefence.govt.nz/cdem-sector/consistent-messages/flood>

What we're doing about it...

The region is protected with two multimillion-dollar flood control schemes, a number of smaller ones and a region-wide river level and flood monitoring and warning system operated by the Taranaki Regional Council. Both the major schemes – at the lower Waiwhakaiti River in New Plymouth and the lower Waitara River in Waitara township – have undergone significant upgrades in recent years and offer 'one in 100-year' protection incorporating allowance for climate change. The Taranaki Regional Council also has flood control schemes for the Hangatahara River and, in partnership with the South Taranaki District Council, Opunake and the Waitōtara River.

Together with MetService severe weather forecasting and warnings, the Taranaki Regional Council provides flood warnings and flood control advice and also carries out minor works to reduce flood damage.

Once floodwaters enter a watercourse constructed as part of a storm water system, however, they become the responsibility of the appropriate local district council.

There are also several small rural flood control and drainage schemes across the region, and under delegation from the Taranaki Regional Council, the New Plymouth District Council controls and manages the detention dams on the Waimea, Huatoki and Mangaotuku Streams and two tributary detention dams, together with diversion tunnels, culverts, and earth embankments (the New Plymouth detention dam scheme).

- **New flood modelling within the Waitōtara Catchment, as well as regional flood modelling.**
- **Monitoring and Alerting System**

The Taranaki CDEM Group has a 24/7 monitoring and alerting system in place for river flooding. Additionally, the TEMO provide the public with educational messaging to increase their readiness and also provide warning messaging when action may be required across social media channels.

- **Severe Weather and Flood Event Standard Operating Procedure**

- **Flood Response and Recovery Plan**

If required, an update to this plan will be undertaken based upon new flood modelling undertaken by Taranaki Regional Council

- **Flood Initial Action Plan**

- **New regional flood modelling to confirm and define risk exposure**

Earthquake

Since the Christchurch earthquakes of 2010 and 2011, people know a lot more about earthquakes than they did before. Although a number of active fault lines run beneath Taranaki (Inglewood, Waverley and Oaonui areas, as well as offshore), the region is an area of relatively low seismic hazard when compared with other parts of the country³². The seismic hazard in the region generally increases from the northwest to the southeast and is roughly equivalent to the seismic hazard in the western Bay of Plenty or eastern Otago³³.

Taranaki typically experiences 250 to 300 measurable earthquakes every year. Only a handful of that number (up to ten) are felt by people in the region and are reported. The depth and distribution of earthquakes has remained stable since measurements began in 1994. Most of the shallow earthquakes in Taranaki are centred west of Taranaki Maunga, with only a few events beneath or close to the mountain. Deep earthquakes are mainly located in the Hāwera area, in the southeast and east of Taranaki. GNS calculates the annual likelihood of a magnitude 6.0 earthquake (large enough to damage buildings and move furniture) to be 5% in South Taranaki and 3% in the north³⁴.

A large earthquake can damage infrastructure over a wide area and create lengthy repair times. Fault rupture will sever underground services, such as water and gas pipes, that cross the fault and can damage or destroy built structures. The impact of a large earthquake on Port Taranaki would be of local and national economic significance due to logging and oil and gas exports.

The Building Act 2004 and Building Code focus on life-safety in regard to earthquakes – they acknowledge that buildings may be damaged. The system looks to achieve balance so that the risks from buildings are managed appropriately and proportionately to cost and practicality³⁵.

What we're doing about it...

- **Rapid Building Assessments**

If a natural disaster causes structural damage, councils have the ability to carry out rapid building assessments. A rapid building assessment is a central government process that councils may carry out immediately after a natural disaster or extreme weather event to assess whether a building is safe to use. Councils carry out rapid building assessments to determine whether:

- a building is safe to occupy
- a building poses a potential safety risk to people and other property
- land instability poses a potential risk.

³² Gurney (2023). Isoseismal maps of damaging earthquakes in Taranaki, New Zealand, from historical sources – 1882 to 1942. GNS Science Report 2023/25.

³³ Gerstenberger MC, Bora SS, Bradley BA, DiCaprio C, Van Disen RJ, Atkinson GM, Chamberlain C, Christopherson A, Clark KJ, Coffey GL (2022) New Zealand National Seismic Hazard Model 2022 revision: model, hazard and process overview. Lower Hutt (NZ) GNS Science Report 2022/57.

³⁴ Taranaki Regional Council (2015). Taranaki As One Taranaki Tangata Tū Tahī.

³⁵ Ministry of Business, Innovation and Employment (2025). General information on building safety in earthquakes. <https://www.building.govt.nz/managing-buildings/building-safety-in-earthquakes>

³⁶ Dellow, G.D., Ries, W. (2013). Liquefaction hazard in the Taranaki Region. GNS Science Consultancy Report 2013/57

³⁷ Taranaki Regional Council (2015). Taranaki As One Taranaki Tangata Tū Tahī.

³⁸ Taranaki Regional Council (2015). Taranaki As One Taranaki Tangata Tū Tahī.

- **Liquefaction zones (Local Council information).**

Liquefaction is a natural process where earthquake shaking increases the water pressure in the ground in some types of soil, resulting in temporary loss of soil strength. In 2013, a GNS investigation found that, due in part to the region's geology and low earthquake risk, and the fact that only a few coastal areas have the types of soil that might liquefy, the probability of liquefaction in Taranaki is low and restricted to a few areas³⁶. Those areas identified as having potential to liquefy include Port Taranaki; the lower reaches and tributaries of the Mōhakatino, Rapanui, Tongaporutu, Mimitangiatua (Mimi), Urenui, Onaero and Waitara rivers (in New Plymouth district); and the lower reaches and tributaries of the Waitōtara, Whenuakura and Patea rivers (in South Taranaki).

Liquefaction at Port Taranaki would damage freight handling areas and thus impact on imports and exports in the region with significant economic effects. However, on average, earthquakes strong enough to cause liquefaction would only be expected every 150 years at Port Taranaki and between 980 and 1,070 years at the river areas³⁷.

In response to the November 2019 Building Code update, which revised B1/AS1 (the design approach used for many simple structures) to ensure that new buildings are built safe and strong enough to withstand liquefaction effects, New Plymouth District Council contracted Tonkin and Taylor Ltd to undertake an assessment of liquefaction potential throughout the New Plymouth District (2021). This report is available online through the NDPCC website.

GeoNet seismometers are installed at carefully chosen sites in the region to detect the arrival time and strength of pressure waves generated by an earthquake as they travel through the ground³⁸.

The NEMA 'Get ready' website and the Taranaki Emergency Management website both provide information on how to prepare for and respond to an earthquake.

- **Complete an Earthquake Hazard Risk Assessment**
- **Earthquake Response and Recovery plan.**
- **Earthquake Initial Action Plan**

Tsunami

Coming from the Japanese word 'harbour wave', tsunami are a series of waves – with wave lengths up to hundreds of kilometres between crests – caused by undersea seismic disturbances. Ground displacement (movement) due to undersea earthquakes is the most common cause of tsunami. However, they may also be caused by submarine landslides, volcanic eruptions and caldera collapses³⁹.

While a tsunami is not identified as a significant hazard in the Taranaki region, New Zealand's entire coastline and some of our larger lakes are at risk of tsunami. This is because of our location in the Pacific and our geography. The biggest tsunami in New Zealand can arrive in less than an hour.

The time it would take a tsunami to reach Taranaki's shores is dependent on the proximity of the tsunami source – far away or close to home. A locally sourced tsunami may have a travel time of minutes. For Taranaki, local source Tsunami is possible from an underwater offshore landslide or offshore earthquake fault rupture, which is likely associated with a strong earthquake. A distant tsunami (for example, sourced in South America or the South to South-west Pacific region) may take up to 18 hours to reach the west coast. Tsunami activity can continue for 20-30 hours after the first wave event.

In 2012, local authorities contracted a report on Taranaki's tsunami risk. The report found that while most of Taranaki's steep coastline is not susceptible to tsunami, some low-lying communities, and areas on the coast or in river estuaries do have a higher risk. Those communities include Tongaporutu, Urenui, Onaero, and parts of Waitara, Bell Block, New Plymouth, Ōākura, Opunake and Pātea. The tsunami risk for Port Taranaki is moderate, however, a large tsunami damaging the port would have significant local and national impact, as it may prevent imports and exports of oil and gas-related products. A small tsunami might disrupt shipping movements, on a precautionary basis, for a few hours.

A 2013 GNS Science report considered the potential for tsunami to be generated by faults around New Zealand and the Pacific for different time frames and estimated the expected maximum tsunami heights at the coast, taking into account a range of uncertainties. Although the 2013 report indicated a slight increase in predicted wave heights for Taranaki over the long term, most results estimate tsunami heights at no more than eight metres, even in worst case scenario conditions such as a locally sourced tsunami occurring in storm conditions at high tide⁴⁰.

What we're doing about it...

- **New Zealand's tsunami monitoring and detection network**

In 2019, the New Zealand Government deployed Deep-ocean Assessment and Reporting of Tsunami (DART) buoys. This DART network improved New Zealand's ability to monitor, detect and issue warnings about tsunami.

The DART network includes many DART stations that measure associated changes in water pressure using sea floor sensors. If the network detects unusual water pressure changes, the DART station sends the signal to a satellite. The signal is sent to the 24/7 National Geohazards Monitoring Centre (NGMC) at GNS Science where Geohazards Analysts analyse the data. If a tsunami has been detected the NGMC will tell the National Emergency Management Agency (NEMA). NEMA is the official tsunami warning agency for New Zealand. NEMA will issue a tsunami warning to CDEM Groups, emergency services, media and the public. If the NGMC expects the tsunami to flood land areas, NEMA will also send an Emergency Mobile Alert⁴¹.

- **Tsunami Evacuation Directors Guideline [DGL 08/25]**

Published May 2025, the purpose of the Tsunami Evacuation Directors Guideline is to provide a nationally consistent approach to tsunami evacuation, including the development of tsunami evacuation zones, maps, and public information for Civil Defence Emergency Management (CDEM) Groups and local authorities. The nationally consistent approach for public-facing tsunami evacuation zones is the use of one zone: the Blue Zone. All existing tsunami evacuation zones, routes, maps and signs should conform to this guideline by 1 July 2031. A Tsunami Work Programme, as outlined below, will address the new guidelines and will be undertaken over the duration of this Group Plan.

- **Tsunami Work Programme**

The Taranaki CDEM Group will undertake a Tsunami Work Programme over the duration of the Group Plan to better understand and mitigate or reduce the impact tsunami may have on our coastal communities. This work programme will include improving our understanding of tsunami flooding and inundation, where and in what ways our communities may be vulnerable to them, and what technologies or strategies could be employed to reduce their risk. Within the lifecycle of this Group Plan, we will review existing tsunami inundation modelling against the new National Directors Guideline standards with the intent to define new information to meet these standards. This will include single blue evacuation zones and maps, options assessment for tsunami signage, and tsunami hazard

communication. This work will inform the Tsunami Response and Recovery Plan as well as Public Education activities.

- **Tsunami Response and Recovery Plan**
- **Tsunami Initial Action Plan**

Space Weather

Hazards from outside of the earth's atmosphere also occur. Events such as solar flares and geomagnetic storms can impact Earth's technologies. Satellite operations, energy supply networks, GPS positioning and timing, aviation and communications can be disrupted, with potential flow-on impacts for critical infrastructure. While space weather events can happen at any time, the next 'solar maximum' – a period of high activity – is estimated to occur in 2025 based on an 11-year cycle.

The NEMA is the lead agency for the response to space weather and uses the National Space Weather Response Plan to guide response activities. The plan includes the hazard specific roles and responsibilities of supporting agencies and presents an impact assessment. NEMA primarily relies on space weather alerts issued by the US National Oceanic Atmospheric Administration's Space Weather Prediction Centre and the Australian Bureau of Meteorology Space Weather Forecasting Centre.

What we're doing about it...

- **Explore Space Weather operational planning.**
- **Intend to create a Space Weather initial action plan.**

Climate Change Projections and Impacts

"Human activities, principally through the emissions of greenhouse gases, have unequivocally caused global warming"⁴². Widespread and rapid changes in the atmosphere, ocean, cryosphere and biosphere have occurred. Human-induced climate change is already affecting many weather and climate extremes in every region across the globe, leading to widespread adverse impacts and related losses and damages to nature and people.

A changing climate is a major risk driver for Taranaki, New Zealand Aotearoa and the rest of the world, as more energy is present in the atmosphere. Changes can already be seen in Taranaki and across New Zealand Aotearoa and the rate and severity of these changes are expected to continue increasing for the foreseeable future.

More frequent and intense heavy rainfall events are expected across the region resulting in an increased risk of flooding, erosion and landslides.

Global warming induced sea level rise has already been observed in Taranaki and is increasing the exposure of infrastructure to coastal flooding and causing valuable habitat loss at coastal margins.

An increase in drought potential, due to a reduction in rainfall volumes during the summer months, increased temperatures and the frequency and strength of winds, will also result from the predicted changes⁴³. This may cause impacts such as water shortages, an increased need for irrigation and the probability of wildfires.

What we're doing about it...

- **Climate Adaptation Options**

All councils and the TEMO are collaborating via a Regional Climate Change Working Group and will be exploring climate adaptation planning and options over the duration of this Group Plan.



³⁹ NIWA (2025). <https://niwa.co.nz/hazards/tsunami>

⁴⁰ Power, W.L., Review of Tsunami Hazard in New Zealand (2013 update), GNS Science Consultancy Report 2013/131

⁴¹ NEMA (2024). Tsunami monitoring and detection network. <https://www.civildefence.govt.nz/get-ready/get-tsunami-ready/tsunami-monitoring-and-detection-network>

⁴² Intergovernmental Panel on Climate Change (2023). Climate Change 2023 Synthesis Report Summary for Policymakers. A Report of the Intergovernmental Panel on Climate Change.

⁴³ Macara, G., Woolley, J.-M., Sood, A., Stuart, S., Eager, C., Zammit, C., Wadhwa, S. (2022) Climate change projections and impacts for Taranaki. NIWA Client Report 2020/06WN.

Hō Mātou Tāngata, Tō Mātou Rohe, Hō Mātou Matepā | Our People, Our Region, Our Hazards

Te Taiao Hapori Tū | Built Environment

- High dependency on key infrastructure including roading, electricity and oil and gas industries.
- Development near waterways and coastal areas.
- High dependency on surface water resources
- Increasing urban intensity

Te Taiao Ohanga | Economic Environment

- Significant potential regional and/or national impact on the economic environment from major poultry, dairy, sheep and beef, oil and gas as well as electricity generation disruptions during an event.
- Likely significant disruption to the economic contribution from the tourist trade during a large-scale event.

Te Taiao Hapori | Social Environment

- Relatively low levels of preparedness within the community with cost viewed as a barrier to preparedness.
- Socio-economic deprivation within some areas can contribute to the adaptive capacity of communities to respond to and recover from an event.
- Taranaki's rural environment is vulnerable to various natural hazards which can isolate communities.
- Relatively high levels of elderly and youth within Taranaki.

Te Taiao Urutapu | Natural Environment

- Diverse range of hazards with varying degrees of likelihood, consequence and risk ratings
- More frequent and severe weather events due to climate change

These factors contribute to the risks we face from hazards and influence the focus of our activities.

He aha te hua ki a Taranaki? | What Does This Mean for Taranaki

This section outlines where we need to focus our emergency management activities to strengthen resilience within our communities.

- In order to manage risks effectively, the region needs to understand the likely impacts of hazards and a changing climate (such as an increase in drought potential and water shortages, rising sea level and water tables) and take steps to mitigate risk and improve resilience
- The CDEM Group needs to focus on collaborative solutions that strengthen resilience within communities and protect the region for future generations
- To address the potential for multiple hazard events, CDEM planning must address the potential consequences and impacts of multiple hazards rather than focus on any one single hazard
- The region's CDEM efforts needs to focus on vulnerable communities as a matter of priority
- CDEM planning should prioritise hazards with the highest risk rating
- Building awareness of where both geographically and non-geographically vulnerable communities are and prioritising community engagement activities within these vulnerable communities, is vital for building resilience.
- Due to the relatively low number of CDEM events experienced within Taranaki it is essential for the CDEM sector to train and exercise regularly during peace time to ensure effective response and recovery operations during emergencies.



Wāhanga Rima | Section Five

Te Whakapakari i ngā Here ki te Tangata Whenua | Mana whenua and mataawaka partnership

The CDEM Group is committed to growing meaningful partnerships with mana whenua in Taranaki through strengthening relationships and seeking their involvement in local CDEM activities.

Mana whenua in the region have a special relationship with the land and with Taranaki Maunga. The Maunga are the essence of this region having shaped the human landscape with unfaltering springs, fertile lands and extensive shoreline. They have shaped the very nature of the region, including the language, culture and identity.

We respect and value tangata whenua perspectives, which may view natural processes from tūpuna mouna, awa, and other environments as entities to coexist with.

This chapter supports the NDRS Objective 8 – build the relationships between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding and integration of iwi/Māori perspectives and tikanga in emergency management.

Whāinga | Objectives

1. Strong, interwoven relationships between emergency management, mana whenua and mataawaka are developed to enhance the integration of Māori perspectives, values, and tikanga within emergency management practices.
2. Increase mana whenua and mataawaka involvement within the Taranaki emergency management system.

Kei whea tātou ināianei? | Where are we now

- At the group office level, work is underway to create a Partnership Charter which outlines how the Taranaki Emergency Management Office and Ngā Iwi O Taranaki will collaborate and partner to support communities across the 4 Rs of emergency management.
- At the group office level, work is underway to create a Partnership Charter which outlines how the Taranaki Emergency Management Office and Ngā Iwi O Taranaki will collaborate and partner to support communities across the 4 Rs of emergency management.



He aha te āhua o te angitutanga hei te tau 2030? | What success looks like by 2030

Identified Priorities

- The Taranaki Civil Defence Emergency Management Group has a strong relationship with mana whenua and mataawaka within Taranaki and works in partnership and collaboration with them across the 4 Rs of emergency management.
- Representation of iwi and mana whenua is strengthened across the emergency management system and sector in Taranaki.
- Taranaki CDEM Group continues to develop a strong working relationship with Ngā Iwi O Taranaki strengthening collaboration and partnership in emergency management

Mana whenua in the region have a special relationship with the land and with Taranaki Maunga.

The Taranaki CDEM Group is committed to:

- Partnership – collaborating with mana whenua in Taranaki and working, honourably and in good faith together
- Participation – enabling mana whenua to participate in the emergency management system
- Protection – acknowledging and enabling mana whenua to self-determine how they care for their taonga

Ngā Iwi O Taranaki and the Taranaki Emergency Management Office (TEMO) Partnership Charter

A strong partnership between the TEMO and Ngā Iwi o Taranaki helps to provide the backbone required to support Taranaki people during times of adversity. Each entity operates independently with their own governance structures, but with a common purpose and desire to work together to improve outcomes for the communities of Taranaki. A Partnership Charter between the TEMO and NIOT is currently being drafted which will outline our partnership principles, aspirations and focus areas.

One of the main focus areas will be to agree working arrangements between Ngā Iwi o Taranaki and TEMO to coordinate readiness, response and recovery at the regional level. This includes joint working arrangements at the regional level within the Planning, Welfare, Intelligence and Public Information Management functions during a response.

Iwi relationships

The CDEM Group has arrangements to ensure that iwi views and values are understood and integrated into all work, from strategic decision-making to day-to-day operations. These arrangements extend to the work undertaken by the CDEM Group members and provide a comprehensive iwi liaison arrangement for the CDEM Group.

In addition to the broad integration of iwi views and values into the work undertaken by the CDEM Group, the CDEM Group is also supporting work to help build the resilience of iwi and marae. This work acknowledges the important contribution that iwi and marae make to the overall resilience of communities.

Iwi liaisons/ partnership

Each local authority in the CDEM Group has partnerships with iwi to ensure their views and values are understood and integrated into all work that is undertaken. The nature and scope of these partnerships is varied but provides a group-wide platform that ensures iwi views and values are also understood and integrated into the work undertaken by the CDEM Group.

During and after an emergency, the response and recovery structure established within the CDEM Group (either group-wide or within an individual organisations) will include an iwi liaison function in the EOC or will be supported within the ECC by NIOT staff across various functions. This ensures the views and values of iwi are understood and taken into account by emergency response and recovery.

Iwi, hapū and marae support

Iwi, hapū and marae organisations can play a key role in supporting emergency management functions.

Iwi and hapū can provide vital links to people, organisations and resources both before, during and in the recovery phases of an emergency. Iwi organisations may play an important role in an emergency providing support and assistance. Working together with iwi in respect of planning and response functions will be critical in creating a complete CDEM response when required.

Marae are a key component of Taranaki's community resilience and are considered a taonga. They are an integral part of the community, often going out of their way to respond to community needs when emergencies happen. NIOT are leading a marae resilience project which is focussed on supporting marae in their mahi to build resilience to disasters. NIOT are developing a framework for marae in Taranaki to assist marae kaitiaki, trustees and haukāinga in preparing themselves and their marae to provide welfare to their communities during and following an emergency event, in kotahitanga with civil defence emergency management organisations and the community. This framework will be recognised around the maunga and is for Taranaki-based marae that wish to deliver welfare to impacted communities in partnership with civil defence emergency management agencies.





Wāhanga Ono | Section Six

Te Whakapāpaku – He whakapāpaku i ngā tūraru ka pā ki hō mātou hāpori |

Reduction - Reducing the risk to our communities

The NDRS outlines that disaster risk reduction is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience.

Increasing awareness and understanding of risk will result in improved risk reduction outcomes for Taranaki communities. The following objectives are designed to progress the priority of reducing the risk to our communities:

Strategic Goal - the risks from hazards, their likelihood and impacts, are understood and managed to reduce risk exposure.

The following objectives are designed to progress the priority of reducing the risk to our communities and support the NDRS objectives 1, 2, 15, and 17.

Ngā Whāinga ki te Whakapāpaku | Objectives for Reduction

1. Provide leadership and support collaborative efforts in the research, delivery and application of hazard science.
2. The Taranaki CDEM Group will proactively identify, assess and address risks impacting Taranaki communities.
3. Ensure that risk planning and management are grounded in evidence-based research and relevant risk assessments.
4. The Taranaki CDEM Group will ensure effective communication of risk-related matters to the community and partners.
5. Collaborate with and encourage partner agencies and stakeholders to apply hazard and risk information so that risks are reduced to acceptable levels.



Kei whea tātou ināianei | Where are we now

Risk reduction involves analysing risks to life and property from hazards, taking steps to eliminate these risks, or reducing their impact and the likelihood of their occurrence to acceptable levels when elimination is not possible.

The Taranaki CDEM Group collaborates with partners and stakeholders, neighbouring CDEM Groups, as well as communities to understand and manage risks. Current risk management measures focus on three main themes: hazard science research and information, strategies, plans and standards, and collaborative research forums and advisory groups. Additionally, councils within Taranaki conduct routine maintenance of their assets as part of their risk reduction and management efforts.

• Hazard Science research and information

Hazard Science Information Gaps

A strong foundation of evidence-based hazard research and relevant risk assessments is essential for effective risk planning and management.

What we're doing about it...

• Spatial Planning

To support informed planning and decision-making, Taranaki Regional Council is currently undertaking a robust and concise gap analysis of natural hazard information in Taranaki from a regulatory land use decision-making perspective to inform a future regional spatial plan. Where existing natural hazard information exists within the region, an assessment of its suitability for land-use decision making within a resource management context is required.

• Regional Spatial Plan ⁴⁴

A regional spatial plan will give Taranaki a consistent and coherent plan for future development and environmental protection. It could map growth areas, infrastructure corridors, environmentally significant areas to protect and areas at risk from natural hazards. It could also provide a powerful tool for supporting climate change action. A spatial plan can identify the area's most suitable for renewable electricity generation or sequestration activities. It can also indicate where future infrastructure will be needed to combat worsening flood risk and sea-level rise. Taranaki Regional Council are currently leading a project scope and work programme on how the spatial plan for the region is developed.

The New Zealand government is considering national

⁴⁴ Taranaki Regional Council 2024/2034 Te Mahere Roa Long-term Plan

⁴⁵ Parliamentary Counsel Office (2025). New Zealand Legislation: Resource Management (Consenting and Other System Changes) Amendment Bill.

direction on managing natural hazard risk as part of its phased approach to the reform of the resource management system. Development in high-risk areas without appropriate steps to address natural hazards can pose a risk to lives, businesses and homes. This can leave communities, insurers, councils and government facing costs for repairs and recovery. As part of the reform of the Resource Management Act 1991 (RMA), the introduction of the Resource Management (Consenting and Other System Changes) Amendment Bill will provide an increased suite of tools to deal with natural hazards and emergency events, aiming for better decision making and efficiency ⁴⁵. Additionally, a National Policy Statement for Natural Hazard Decision-making (NPS-NHD) will also provide national direction for managing natural hazard risk. The regional spatial plan will provide a strong foundation of information to help inform this work.

• Hazard Risk Assessments

The Taranaki CDEM Group Hazard Risk Assessment Report provides an updated analysis of Taranaki's hazard scape. Development of this report involved collecting the most up-to-date information and research on the region's hazards, then assessing the likelihood of them occurring and the expected consequences and impacts on elements of the Taranaki region. This allows the Taranaki CDEM Group to assess the regions' greatest vulnerabilities and highest risk hazards so that we can work to decrease the impacts on the region. Future workshops are likely to be undertaken throughout the duration of this plan to incorporate emerging data and research and further refine and understand the likelihood, consequences and impacts of our regions' hazards.

A CDEM Group risk assessment is not an end unto itself. Rather, it can inform the development and implementation of policies or operational approaches within the Group, its member council(s) and partner organisations. The aim is that a consistent, shared understanding of hazards and risks enables more integrated and coordinated approaches to managing them. This in turn will lead to better resilience outcomes for communities. A hazard risk assessment provides an opportunity to increase depth and comprehensiveness of hazard risk understanding by:

- Assessing what risks are reducing, staying constant or likely to increase overtime.
- Identifying where existing controls, plans and practices are effectively managing risk (risk stock take).
- Identifying where gaps may exist.
- Identifying new resilience opportunities.

The CDEM Group has developed hazard risk summaries for dam failure, long-term electricity failure, flooding, sea state (short-term erosion), slope instability (roading isolation), and tsunami. Remaining hazard risk summaries that are planned to be developed over the duration of this Group Plan include Volcanic, Earthquake and Severe Weather/Cyclone.

• Strategies, Plans and Standards

Plans, strategies and standards apply the research and set out the approach to risk management in a range of settings. They can apply internationally, like the Sendai Framework for Disaster Reduction (2015- 2030), nationally, such as the National Adaptation Plan, National Disaster Resilience Strategy, the National Tsunami Strategy, the Resource Management Act 1992, the Building Act 2004 and Building Code (which together set out the detailed rules for construction, alteration, demolition, and maintenance of new and existing buildings in New Zealand) and the New Zealand Infrastructure Strategy, or regionally and locally as outlined within Table 5. Table 5 displays the planning framework hierarchy and sets out key plans lead by the Taranaki Emergency Management Office, South Taranaki District Council, Taranaki Regional Council, New Plymouth District Council, and our partner and stakeholder organisations.

Table 5. Planning Figure.

Level	Framework / Instrument	Purpose / Focus
International	Sendai Framework for Disaster Risk Reduction (2015–2030)	Global strategy for reducing disaster risk and enhancing resilience.
	Paris Climate Agreement	International commitment to climate change mitigation and adaptation.
National	National Disaster Resilience Strategy (2019)	Sets priorities for managing risks, effective emergency response and recovery, and enabling, empowering, and supporting community resilience.
	Resource Management Act (RMA) 1991	Legislative framework for managing natural and physical resources, including natural hazards.
	Building Act 2004 & Building Code	Sets construction standards to ensure safety and resilience.
	Civil Defence Emergency Management (CDEM) Act 2002	Establishes emergency management framework, including risk reduction.
	National Policy Statement on Urban Development (NPS-UD)	Guides urban development with a focus on resilience to climate change and natural hazards.
Regional	Regional Policy Statement	Directs regional and district plans; includes natural hazard responsibilities.
	Regional Plans	Manage natural hazards in coastal and freshwater environments.
	Long-term Plans (LTPs)	Includes natural hazard workstreams and regional spatial planning. These are also undertaken at the district level.
	Infrastructure Strategies	Outline investment priorities, including flood protection and resilience.
	Transport Plans	For example, Regional Land Transport Plans provide strategic direction to land transport in the region and identify key transport issues and challenges, and how land transport activities proposed in the transport plan will address these issues.

Level	Framework / Instrument	Purpose / Focus
Taranaki Emergency Management	Taranaki CDEM Group Plan	Provides a roadmap for CDEM activities over the next 5-year period. It identifies and assesses the hazards and risks that the community faces and outlines the actions needed to manage those risks. It emphasises the importance of collaboration, coordination and community engagement.
	Taranaki CDEM Annual Plan	Provides the Taranaki CDEM Group with strategic direction on annual basis
	Response Management Plan	This plan specifies the Taranaki Civil Defence Emergency Management Group concept of operations for how effective emergency responses are coordinated and structured.
	Group Recovery Plan	This plan specifies the Taranaki Civil Defence Emergency Management Group concept of operations for how effective recovery operations are coordinated and structured.
	Duty Officer Manual	Provides guidance to the Duty Officer
	Taranaki CDEM Response and Recovery Plans	Created prior to an emergency to enable an effective and coordinated response.
	Initial Action Plans	Created prior to an emergency to enable an effective and coordinated response.
	Group Welfare Plan	This Plan provides a strategic framework for welfare coordination and delivery in the Taranaki CDEM Group Area, under the operative Taranaki CDEM Group Plan. It confirms the statutory and operational roles and responsibilities of CDEM welfare agencies, through risk reduction, readiness, response and recovery (4 Rs).
Local / District	District Plans	Manage land use and natural hazards not covered by regional councils.
	Future Development Strategies	Identify development constraints, including hazard mapping. Created under the National Policy Statement for Urban Development. - Identify constraints to development, including mapping hazard areas. - For example: New Plymouth District Future Development Strategy signals less appropriate areas for development due to hazards.

Level	Framework / Instrument	Purpose / Focus
Local / District	NPDC, STDC, and SDC Land Development & Subdivision Infrastructure Standard (Local Amendments Version 3). Based on NZS 4404:2010	Provides territorial authorities, developers and professional advisors with standards for design and construction of land development and subdivision infrastructure, encouraging sustainable development and resilient infrastructure (i.e. floor levels, pipe sizes etc).
	Reserve Management Plans	Reserves are often the land not suitable for housing or development i.e. the wet areas (flood prone) used for flood detention areas and can contain hard protection structures). Reserve Management Plans also recognise use of buildings on Council property that support emergency management work - i.e. the TEMO building is located within the Marsland Hill Historic Reserve
	Coastal Erosion Strategy (NPDC, 1995)	Local strategy for managing coastal erosion risks.
	Spatial Plans	Guide township-level development and resilience planning. For example, New Plymouth District Council are developing a Waitara Spatial Plan project in partnership with Manukorihi and Otaraia Hapū.
	Environment and Sustainability Policies and Strategies	Promote sustainable and resilient development practices. For example, South Taranaki District Council will be updating their Environment and Sustainability Strategy to incorporate: • Reforestation planning - All council reforestation plans will encompass wider outcomes, including nature-based solutions to prevent future risks, support better land use management for leased land, and public and environmental benefits. • The Council's Climate Change action plan, which is currently being developed. This plan will focus on the mitigation and adaptation side of climate change. As a first step, a Climate Change Risk Assessment has already been conducted.
	Infrastructure Strategies	Local-level infrastructure planning - these include hazard and risk considerations.
	Asset Management Plans	These plans manage and maintain critical infrastructure with resilience in mind.
	Incident Response Plans	Used to guide local response actions.

Level	Framework / Instrument	Purpose / Focus
Local / District	Asset Vulnerability Assessment & Resilience Programmes	For example, Stratford District Council utilises this tool to identify and address vulnerabilities in local infrastructure.
	Adaptation Plans	These will be explored over the life of the group plan. For example: New Plymouth District Council district-wide climate adaptation plan, leading to area-specific adaptation plans using Dynamic Adaptive Pathway Planning.
	Stormwater Vision and Roadmap	For example, the New Plymouth District Council Stormwater Vision and Roadmap is a strategy for flood risk mitigation and resilient urban water management.
Partner Strategic Plans	Animal Welfare Planning	
	Evacuation Planning	
	Emergency Management Planning	
	Community Resilience Planning	
	Lifelines Vulnerability Study	
	Aerial Reconnaissance Plan	
	Priority Fuel Stations	

• Collaborative Research Platforms and Advisory Groups

Collaborative research platforms and advisory groups bring together different organisations and individuals to share knowledge, insights, and expertise in order to better understand and manage risks.

Infrastructure resilience

Lifeline Utility organisations (for example oil and gas, water/waste sector, power, telecommunications, roading) have worked together to assess infrastructure exposure to hazards and increase their organisational resilience. At a regional level, the Taranaki Lifelines Vulnerability Study, 2018 highlights the challenges to asset resilience brought about by various hazards within Taranaki, including volcanic, severe weather and earthquake hazard exposures. The vulnerability study also emphasises lifelines interdependencies and hotspots within the sector. The study is being utilised to improve organisational resilience and manage interdependencies to reduce service disruption.

Research partnerships

Research partnerships in Taranaki have included the He Maunga Puia Transitioning Taranaki to a Volcanic Future research project which ended in 2024. An end of research summary document is currently being produced which amalgamates the main findings and after actions of this science project. A PhD volcanic lahar modelling project focussing on Taranaki Maunga is also underway. Numerous research partners from this project are members of the Taranaki Seismic and Volcanic Advisory Group. Strong relationships and collaboration continues within the volcanic and seismic science space.

Risk Reduction regional alignment and collaboration

Work is underway to ensure risk reduction activities are regionally inclusive, aligned and coordinated. The Risk Reduction Advisory Group is a key mechanism for sharing knowledge and expertise and highlighting issues. This group is currently developing and maintaining a regional risk register.

Regional Climate Change Working Group

The purpose of this working group is to consider and advise on climate change issues of significance to the Taranaki region. The group achieves this through collaboration, knowledge sharing, providing advice to the four councils and driving designated joint work in the climate change space.

Regional alignment of community engagement activities

Regional alignment of community engagement activities aims to improve coordination and effectiveness of the delivery of this work and will drive better resilience outcomes for Taranaki communities.

Community risk assessments will be used to produce an evidence base to identify exposed communities for target engagement, to know what is in hand, know what should or could be done in the future to reduce risk and provide a basis for comparison for what gets done next (prioritisation of work).

This helps ensure that all partners can align towards the same goals and objectives, preventing disjointed plans and confusion.



He aha te āhua o te angitutanga hei te tau 2030 | What success looks like by 2030

Identified Priorities

- A detailed analysis of Taranaki's hazards is complete. Ensuring this research is accessible, easy to understand and is used to engage with community and stakeholders is an identified priority for increasing community resilience. This will enable improved knowledge and understanding throughout the community of the hazards and risks that are in the Taranaki region. Hazard and risk understanding will also be embedded across different areas of councils and agencies that have emergency management responsibilities.
- Risks impacting Taranaki communities will be identified and assessed and effective communication of risk-related matters to the community and partner agencies will be ongoing. Communities understand their hazards and risks and the capacity and capability that they have to mitigate risks and consequences. Awareness will be raised of climate-related hazards and the implications climate change may have on the frequency and severity of events into the future and the community has access to information and resources to support adaptation. Communities are taking steps to reduce risks and prepare for emergencies.
- Collaboration with CDEM partner agencies and stakeholders is ongoing to encourage reduction of risks from hazards to acceptable levels.
- A spatial planning gap analysis project to support and inform land use planning and decision making has been undertaken. This work includes natural hazards information and data. Further research is underway to enable the development of a regionalised spatial planning dataset. Once this work is completed, it is intended that regional and district plans will align and be updated to reflect best information and improve risk reduction.
- Taranaki is vulnerable to a wide range of natural hazards – from volcanoes to erosion, extreme weather events, earthquakes and landslides. Climate change will increase the severity and frequency of some of those hazards, including flooding, heatwaves, drought and wildfire. We will also face new risks as a result of slow-onset, gradual changes such as sea-level rise, ocean warming, more hot days, and more rainfall in some parts and less in others. If the number and value of assets increases, that can also contribute to increasing risk exposure over time. These effects will impact Taranaki communities in different ways – and there is a risk that some groups may be disproportionately impacted⁴⁶. Aotearoa New Zealand's First National Adaptation Plan 2022 - 2028 includes actions to drive a significant, long-term shift in our policy and institutional frameworks to ensure climate-resilient development in the right places and support communities in considering a range of adaptation options. Adaptation planning is a way to build climate resilience and reduce risk within a changing climate and is a tool that will be explored over the life of this group plan.
- All members of the Taranaki CDEM Group are collectively engaged in risk reduction activities. Members are working collaboratively to ensure emergency management views are included in new and existing risk reduction policy and activities, using local authorities' mechanisms such as regional and district plans.
- Over the duration of this Group Plan, the CDEM Group will lead the development of a regional hazard viewer. This Hazard Viewer will be a web-based portal relating to key natural hazards for which the Taranaki region holds geospatial data that is publicly available. It will be an interactive suite of maps and will allow the public to learn whether they live or work in areas impacted by these hazards. The Hazard Viewer will be able to be accessed 24/7. Hazard understanding has a strong interface between reduction and readiness. Understanding hazards, and preparing for them, reduces the potential impact they can have on individuals, communities, and businesses.



⁴⁶Ministry for the Environment. 2022. Aotearoa New Zealand's first national adaptation plan. Wellington. Ministry for the Environment.





Wāhanga Whitu | Section Seven

Te Takatū - Te Whakarite i ngā Hapori mehemea he Maru Mai Hiwa | Readiness - Preparing our communities for an emergency

The NDRS outlines readiness as developing operational systems and capabilities before an emergency happens, including making arrangements with emergency services, lifeline utilities, and partner agencies, and developing self-help and response arrangements for the general public.

Strategic Goal - community resilience is strengthened so that impacts from emergencies are reduced. Organisational resilience is strengthened through planning for periods of change and crisis and ensuring our systems and arrangements are fit for purpose.

The following objectives are designed to progress the priority of preparing our communities for an emergency and support the NDRS objectives 2, 7, 11, 12 and 13.

Ngā Whāinga ki Te Takatū | Objectives for Readiness

1. Enhance awareness within the community of their risks from hazards and the potential impacts.
2. Support and empower communities and businesses to prepare for, respond to, and recover from emergencies through engagement and planning that is community centric.
3. Develop and maintain cohesive and up-to-date planning for Taranaki's priority hazards.
4. Enhance regional planning for catastrophic level events and the ability to manage the impacts.
5. The Taranaki CDEM Group will strengthen emergency management practice in response and recovery through capability and capacity development of the emergency management workforce.
6. Strengthen and maintain relationships and cooperation among partners, stakeholders, community organisations, volunteers, iwi and Taranaki CDEM Group members to build trust and confidence during peace time.
7. Develop and enhance communication networks and information flow within the CDEM sector, partners and the community to enable informed, timely and consistent decisions by stakeholders and the public during emergencies.

Kei whea tātou ināianei | Where are we now

Community Readiness

Local Authority members of the CDEM Group provide tailored support to communities and community groups. A deliberate, strategic, and coordinated approach to community resilience will be implemented over the duration of this Group Plan that is monitored and reviewed to ensure effective, consistent and aligned resilience building activities are undertaken within the community. Further work is intended to be undertaken over the duration of this plan to seek and incorporate community input on hazard risk management. Participatory approaches and early engagement with disproportionately impacted communities are a clear feature of this approach. A review of the regions Community Emergency Centres is currently underway to ensure they are fit for purpose when communities need them most. Community response planning is recognised as a key component to enabling communities to build resilience - this work is a priority for the CDEM Group. We are building capacity within local councils for specific hazard and risk public education. Currently regional engagement is strong across the Taranaki emergency management online channels.



Organisational Readiness

Maintaining and enhancing operational readiness across the Taranaki CDEM Group is a shared and ongoing responsibility. Local Authorities and emergency management staff in Taranaki collaborate to ensure the region has the necessary resources to meet the Taranaki CDEM Group's standards.

Ensuring operational readiness is a continuous priority.

Key areas include:

1. **Staff:** Maintain an appropriate number of suitably trained and competent personnel (including volunteers) to ensure response and recovery operations are effective, ensuring staff participate in exercises to become competent, confident, and capable in emergency response roles and ensuring staff are supported in their professional development opportunities.
2. **Plans, templates and resources:** Developing co-created plans, templates, systems, processes, and procedures to enhance efficiency, effectiveness and consistency across the Taranaki CDEM Group and ensuring these are maintained.
3. **Facilities:** Equipping all coordination centres with suitable resources, such as physical facilities, equipment, and information management and communication technology, and ensuring these resources are well maintained and up to date.

He aha te āhua o te angitutanga hei te tau 2030 | What success looks like by 2030

Identified Priorities

- The CDEM Group delivers aligned, coordinated and targeted community engagement that enhances hazard and risk awareness, supports decision-making and empowers communities to prepare for, respond to, and recover from emergencies, paying particular attention to those people and groups who may be disproportionately affected by disasters. Communities are actively involved in the identification and analysis of the risk mitigations to the hazards they are facing. Engagement is undertaken to promote joint ownership of community risks and recovery by stakeholders and empower communities to drive options that are provided to support them.
- A wide-reaching public education programme on hazards and risks that is planned, coordinated and given priority to by the Taranaki CDEM Group will be implemented over the duration of this Group Plan. This programme aims to build awareness and understanding of the hazards, risks and potential impacts from hazards and how communities can prepare themselves.
- Communities have been empowered and enabled to self-respond and support each-other during an emergency.
- A review of the regions Community Emergency Centres has been undertaken to ensure they are fit for purpose and maintained. Community Emergency Centre (CECs) resources, including templates and documentation to facilitate CECs will be developed. Information regarding CECs will be provided on the Taranaki Emergency Management website and a CEC awareness campaign will be undertaken to ensure public awareness.
- Community and business preparedness is enhanced through prioritisation of Community Resilience and Business Continuity Planning.
- The CDEM Group has systems, processes and emergency management software in place that are fit for purpose, well understood and utilised. All coordination centre facilities within the region are suitably resourced and maintained.
- The CDEM Group has developed and implemented a long-term training program to ensure suitably trained, experienced, competent and qualified emergency management staff and volunteers are available to support response and recovery. The CDEM Group has also developed and implemented a long-term exercise program ensuring that regular exercises are carried out that test different elements of the emergency management response, linking to different hazards and varied scale of events. Emergency management staff are supported to develop professionally by attending conferences, workshops and training and are encouraged and supported to undertake deployment opportunities within New Zealand Aotearoa.
- Current response and recovery plans have been reviewed and where necessary, have been updated to ensure alignment with the latest evidence-based research. A coordinated program of planning for a period of volcanic unrest and eruption in Taranaki, including a regional exercise, and full rewrite of the

Wāhanga Waru | Section Eight

Te Whakautu - Te Whakarite i ngā Hapori i ngā Wā Toimaha | Response - Supporting our communities during tough times

The NDRS outlines response as the actions taken immediately before, during or directly after an emergency to protect and preserve life, prevent or limit injury, reduce damage to property, protect the environment, and help communities begin to recover.

Strategic Goal - we help to coordinate and manage people to take action immediately before, during or directly after an emergency to save human and animal lives and property and help communities begin to recover from disaster. We develop the capability of staff and volunteers to effectively carry out their roles in a disaster.

The following objectives are designed to progress the priority of supporting our communities during tough times and support the NDRS objectives 7, 8, 10 and 17.

Ngā Whāinga ki Te Whakautu | Objectives for Response

1. Enable and empower communities to operationalise during an emergency to keep themselves and others safe, whilst being connected into wider coordinated response and recovery efforts.
2. The emergency management system is a dependable source of information during response and recovery operations and provides critical information in a timely manner to enable communities to make decisions and stay safe.
3. The Taranaki CDEM Group collaborates effectively with stakeholders, iwi, elected officials, partners and volunteers to ensure that aligned and connected response and recovery operations are delivered.
4. The Taranaki CDEM Group leads or supports effective, well-coordinated and consistent emergency management practices across the region during response and recovery.

Kei whea tātou ināianei | Where are we now

The CDEM Group have a comprehensive assessment of capability and identified improvements through capability assessment reports and lesson identification processes from activations and exercises.

The region also has a strong pool of identified response workers and leaders and have well defined response coordination structures and facilities. We have less defined community response arrangements and known gaps that are intended to be addressed over the duration of this plan.

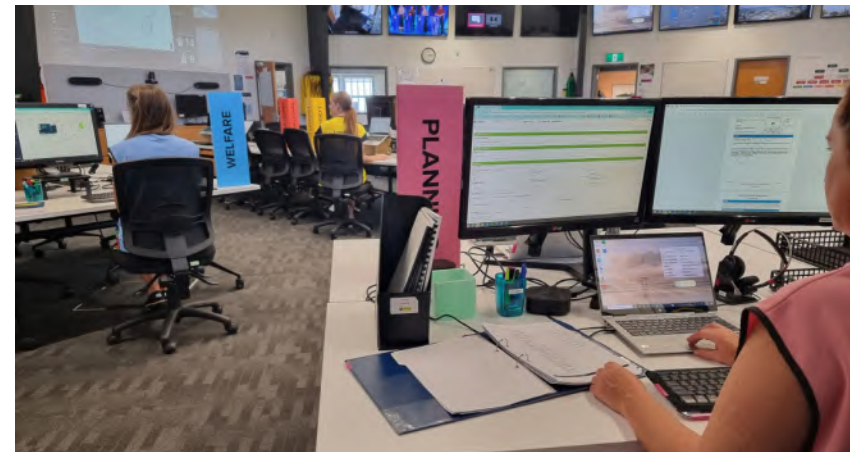
The CDEM Group have well-documented hazardscape information and response planning against priority risks. However, our ability to respond beyond moderate size events will be challenged and work is needed to scope and define how we will manage at a catastrophic response scale.

Our incident management systems are established, are being utilised and are being further developed and enhanced as we receive feedback from response staff.

He aha te āhua o te angitutanga hei te tau 2030 | What success looks like by 2030

Identified Priorities

- The safety and wellbeing of Taranaki communities is at the heart of response operations. Communities are enabled to support themselves during an emergency and are connected into wider coordinated responses, when and where necessary to ensure response efforts support their needs.
- The Taranaki CDEM Group is a trusted and reliable source of information that provides timely, consistent and accurate information to support communities during response.
- Effective and enduring response operations occur across the region due to our focus on capability and capacity development of our emergency management workforce. Staff are clear who is responsible for what, nationally, regionally, and locally during response and recovery operations due to training and exercising during peace times. We ensure our response operations are effective and connected across all levels, including into the community.
- We have strong relationships with CDEM partners with clearly defined, established and efficient communication channels during response.
- We have largescale impacts identified and emergency management planning in place to address the most critical impacts at scale.
- Our systems and processes, including geospatial capability information and analysis, support national common operating picture requirements.
- Support marae to deliver welfare during and following an adverse event through the Marae Resilience Project, led by Ngā Iwi o Taranaki



Te Whakautu a Taranaki | Response in Taranaki

The Taranaki CDEM Group will lead the coordination of response activities for meteorological hazards (for example storm surges and large swells, floods, severe wind, coastal erosion), geological hazards (for example earthquakes, volcanic hazards, landslides and tsunami) and infrastructure failure (for example large scale power outage). Response ends when the response objectives have been met or when recovery activity is sufficiently scaled up to continue community support.

Response actions must be effective and timely to ensure the -

- preservation of life
- prevention of escalation of the emergency
- maintenance of law and order
- provision of safety and security measures for people and property
- care of sick, injured, and dependent people
- provision to impacted communities
- provision of essential services
- preservation of governance
- protection of assets (including buildings and their contents and cultural and historic heritage assets)
- protection of natural and physical resources and the provision of animal welfare (to the extent reasonably possible in the circumstances)
- continuation or restoration of economic activity
- planning for recovery is embedded within the response
- putting into place of effective arrangements for the transition to recovery
- Trust and confidence in Taranaki emergency management is maintained

Ngā Whakahaerenga Noninga i te wā o Te Whakautu | Operational Arrangements during Response

The Taranaki CDEM Group have processes and systems in place to ensure well managed and coordinated response operations occur when needed. These systems are scalable and adaptable to fit the needs of the community and the emergency. The response may be established at the Local, Regional and National levels. Detailed operational arrangements are included within the Taranaki CDEM Group Response Management Plan.

⁴⁵ Ministry of Civil Defence and Emergency Management (2015). National Civil Defence Emergency Management Plan 2015. Department of the Prime Minister and Cabinet.

⁴⁶ New Zealand Government (2019). Coordinated Incident Management System (CIMS) Third Edition.

The Emergency Operations and Coordination Centres operate in accordance with the CIMS principle of 'Lead Agency' being applied in response.

Lead and Support Agencies

The specific hazard, and its primary consequences to be managed in an emergency, determines which agency is the lead agency in New Zealand Aotearoa. For example, Ministry for Primary Industries is the lead agency during a drought, Fire and Emergency New Zealand are the lead agency in an urban or wildfire, and the CDEM sector is the lead agency during a volcanic event. Emergency services, welfare agencies, lifeline utility providers, government agencies and non-government organisations are mandated through legislation or expertise to manage an emergency and ensure they can effectively support communities⁴⁷.

During response, all other agencies and organisations with designated roles and responsibilities function as support agencies under the direction of the lead agency. One of the primary responsibilities of the lead agency during response is to coordinate the activities of these support agencies. This is achieved through mechanisms such as regular briefings or meetings, sharing situation reports and through liaison officers.

Te Whakatakotoranga Whakautu | Response Structure

Taranaki emergency management structures the response to emergencies on the Coordinated Incident Management System (CIMS) framework. CIMS is a tool that helps New Zealand Aotearoa agencies and organisations coordinate and cooperate effectively during a response and can be used for responses of any scale, from the incident level to the national level. The purpose of CIMS is to achieve effective coordinated incident management across responding agencies by:

- Establishing common structures, functions and terminology used by agencies in incident management, yet within a framework that is flexible, modular and scalable so that it can be tailored to circumstances specific to any level or type of incident; and
- Enabling agencies to develop their own processes, procedures and training for the execution of CIMS.

CIMS 3rd edition⁴⁸ outlines the basic CIMS operational structure of the Emergency Coordination Centre in an emergency response. This structure is replicated at a local level, through Emergency Operations Centres.

When determining an appropriate response to any event, the Emergency Management Duty Officer will utilise the Taranaki Emergency Management Office Duty Officer Manual. Emergency Coordination and Operation Centres are activated at the direction of a Controller. The Duty Officer will contact a Controller (in the first instance, the Group or Local Controller, or if the Group/Local Controller is unavailable, any Alternate Controller) to provide a recommendation and obtain instructions regarding activation.

Governance Roles in Response

Every response has executive oversight, known as Governance. Governance arrangements can be complex and dynamic. Formal structures may be less important than relationships between individuals and organisations. Influencers outside of Governance may play key roles, which may or may not be explicit.

Governance does not manage a response. That responsibility falls to the Controller who must have the formal delegation and/or endorsement for the role in accordance with statutory provisions or internal arrangements.

Governance input may be provided at any response level but must always connect with the highest activated response level.

Governance roles during response will be a principle-based approach and reflect the arrangements for declaring a state emergency and notice of a local transition period, as outlined on pages 63 and 71. Governance can also act as spokesperson during a response. The following role hierarchy will be used for spokesperson during response:

1. Single District: Mayor.
2. Regional or Multiple Districts: Taranaki Regional Council Chair.

Strategic communications to support response leadership and governance will be established during response.



Ngā Taumata o Te Whakautu me hōna Hononga | Response Levels and Relationships

The CIMS framework offers five response levels (Figure 6) from the community to national levels, corresponding to the complexity, scale and consequences of an event.

The CIMS organising structure will scale with the emergency itself, and generally larger scale emergencies will require full activation of ECC/EOCs and up to the NCMC if the response is a national level emergency. During smaller emergencies, or emergencies localised to a particular district area, the ECC will play a support role to local responses or to the lead agency.

The Taranaki CDEM Group takes a principles-based approach, that will assess the appropriate activation roles based on scale, complexity, impacts and response capability of organisations, in accordance with CIMS doctrine. CIMS provides a flexible and modular framework to use in an event. Activation of the ECC and EOCs is determined by the potential impact of the event. Table 6 lists the Modes of Activation (Monitor, Engage, Assist and Direct) .

Community level response can be supported from local, regional and national levels, depending on requirements. Some agencies may support a response using their business-as-usual (BAU) structures.

NCMC

During a large-scale emergency (for example Cyclone Gabrielle) when national support or direction is necessary, the National Emergency Management Agency (NEMA) will activate the National Crisis Management Centre (NCMC), under the direction of the National Controller. The NCMC is maintained by NEMA and is also used as NEMA's National Coordination Centre (NCC). As an NCC, NEMA monitors and assesses emergency events; collects, analyses and disseminates information; coordinates national support to local and regional response; accommodates, informs and takes direction from meetings of Government crisis management structures and may direct the entire response if a state of national emergency occurs.

Table 6 .Activation modes.

Mode	Roles	Scale		
		ECC	EOCs	Support agencies
Monitor – Business as Usual ('Peacetime')	Monitor and assess threats and incidents that may lead to a local emergency.	TEMO Emergency Management Duty Officer on 24/7 standby and active monitoring.		Support agencies undertake usual business activities. Local authorities and lifeline utilities operational delivery.
Engage – Precautionary Activation	In addition to monitoring activities: collect, analyse, and disseminate information on emergencies; report to or advise Government; provide public information service	Emergency Management Duty Officer on 24/7 active monitoring. Need for coordination considered.	A single EOC may have activated and are managing the situation fully. Declaration of emergency unlikely. A single EOC may have activated and are managing the situation fully. Declaration of emergency unlikely.	Support agencies: kept informed, some activated
Assist – Activation	In addition to engagement activities: process or co-ordinate requests for support from regional and local organisations, including assistance from overseas, and international liaison; report to or advise Government	ECC is activated to co-ordinate the response. Declaration of emergency or Notice of Transition period possible.	One or more of the EOCs activated. Declaration of emergency or Notice of Transition period possible.	Support agencies: most activated
Direct – Regionally or Nationally significant event	In addition to assisting activities: control and direct the overall response	ECC is activated to co-ordinate the response. Declaration of emergency or Notice of Transition period possible.	One or more of the EOCs activated. Declaration of emergency or Notice of Transition period possible.	Activated and Responding



Group Emergency Coordination Centre

When required, the Group Emergency Coordination Centre (ECC) will be activated to lead or support a response. The ECC is run by Emergency Management and draws on trained Taranaki Regional Council staff. The ECC is led by the Group Controller who is appointed by the CDEM Group as required under section 26 of the CDEM Act 2002. Under the leadership of the Group Controller, the ECC coordinate the regional CDEM response and work to support local delivery, including prioritisation of resources; providing specialist support to EOCs where required; alignment of response actions and activities across the region; and work with regional agencies and organisations to enable and support their activities.

Emergency Operations Centres

During response, one or more councils within Taranaki may activate their Emergency Operation Centre (EOC). These facilities are run by trained council staff and are led by Local Controllers who are appointed by the Taranaki CDEM Group as required under Section 27 of the CDEM Act 2002 and operate under the authority of the Group Controller.

Under the direction of the Local Controller, EOCs lead the local response to an emergency in their district. EOCs collaborate with local partners to support communities through provision of public information, working with iwi, local agencies and emergency services to support and enable their activities, coordinating volunteers, providing public warnings, delivering welfare services and providing community support.



Incident Level

Most situations are at the incident level (a house fire or traffic accident) and are able to be managed by first responders. This is the first level of official response and is coordinated from an Incident Control Point (ICP).

Community Emergency Centres

Community emergency centres may be established and operated by Taranaki CDEM to provide a point of contact for agencies to interact with and support impacted communities, or they may be established and operated by the impacted community. The scale, complexity and severity of the emergency, as well as the capability and capacity of a community to respond to an emergency, and the needs and available resources of the impacted community, will influence the approach taken. More information regarding community emergency centres that may be operated by the CDEM is within the Taranaki CDEM Group Welfare Plan. Community emergency centres, whether they be community or Taranaki CDEM established and operated, are safe meeting places where information, resources, and shelter can be shared.

In addition to Community Emergency Centres, Taranaki CDEM recognises the important role that marae play in the community across the 4 Rs. The manaakitanga from marae significantly contributes to welfare efforts, minimising ongoing risk to community that continues through into recovery. In partnership with Nga Iwi o Taranaki, Taranaki CDEM are working towards enabling marae to deliver a tikanga-based response to their communities, as part of the wider CDEM response and supported by the system. The support will be consistent around our maunga to meet requirements and will enable marae to self-determine how they may deliver information and manaaki to those who need it.

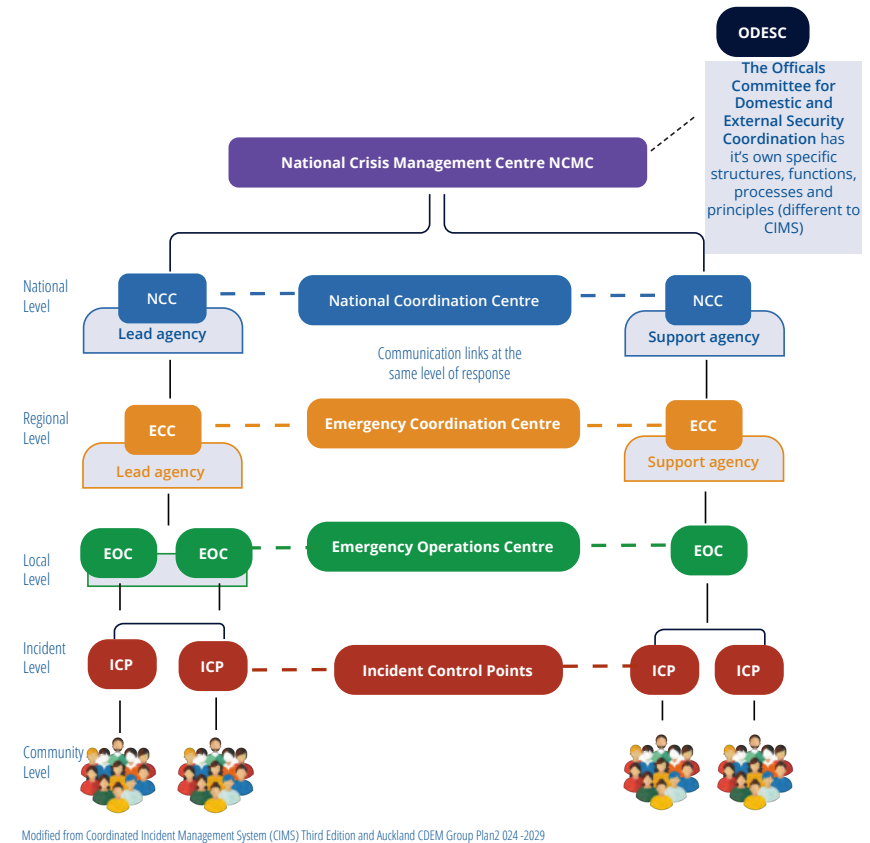


Figure 6. Relationship between response levels

Community Level Response

In response (and recovery), everyone has a role to play. Individuals, whānau, communities, marae, organisations and businesses may self-respond and take action to protect themselves and each other. There are many ways that people can assist during response and recovery efforts, including checking on neighbours, registering services with existing volunteer agencies and helping at community-led emergency centres.

Whakamāramatanga Maiki | Incident Classification

The classification of an incident is determined by the Controller. This provides a common language with which to communicate the complexity and severity of an incident, and the likely level of response required to manage it. The CDEM Group utilise the CIMS incident classifications to indicate the potential consequences and impacts, resources required, likely political and media interest, and response and recovery characteristics⁴⁹.

Te Tukanga Whakautu | Response Process

Details regarding Taranaki's response processes are found within the Taranaki Emergency Management Response Management Plan. This plan outlines the activation process, roles and responsibilities, incident classifications, operational processes, powers during response and recovery, and the monitoring and notification of hazard events.

Te Mātai 24/7 | 24/7 Monitoring

The CDEM Group may receive weather or other hazard warnings or requests for assistance from a partner agency. The CDEM Group Office provides an on-call 24/7 duty roster, so that a duty Emergency Management Officer can respond.

A response to an emergency is generally initiated by the receipt of a warning. Warnings are issued by agencies with a responsibility to advise other agencies and the public of impending and potentially hazardous situations, so they can support timely mobilisation of resources and an effective response (Table 4).

National Alerts and Warnings

The National Emergency Management Agency (NEMA) is responsible for providing national warnings and alerts about natural hazards to local CDEM Groups, central government authorities, local authorities, emergency services, lifeline utilities, and broadcasters. This includes a formal agreement with national broadcast media.

National Warning System

The National Warning System is an online tool used by the National Emergency Management Agency to issue hazard alerts and warnings. These are then picked up by other agencies and relayed through a variety of channels.

Emergency Mobile Alert

Emergency Mobile Alerts (EMA) are messages about emergencies sent by authorised emergency agencies to capable mobile phones. The alerts are designed to keep people safe and are broadcast to all capable phones from targeted cell towers

Taranaki Emergency Management Office is an authorised agency to send out these alerts for local and regional events.

Local Alerts and Warning

The Taranaki CDEM Group is responsible for relaying national alerts and warnings to their own communities via local warning systems. Taranaki CDEM also initiates alerts about local threats (for example floods). Taranaki CDEM uses multiple channels to send warnings and alerts before and during emergencies. No one channel will suit every situation or every person. So, multiple channels are used to make sure as many people as possible receive the information they need. This includes radio and television, websites, social media and others such as apps. The Taranaki Emergency Management website has response and recovery capabilities which allows it to be tailored to an event.

When planning and using alerting and warning systems, Taranaki CDEM take into account specific local circumstances such as geography or community needs and use media channels accordingly. Warning systems or procedures form part of community resilience activities to ensure the community knows when and how to respond appropriately.

The Taranaki CDEM Group recognise the importance of Public Information Management, the critical role it plays and emphasise the significance this function has in communicating and providing life safety messaging to our communities and people during a response.



⁴⁹ Officials' Committee for Domestic and External Security Coordination. (2019, August). Coordinated Incident Management System (CIMS) Third Edition, 3.2.

Table 7. Warning and Monitoring Agencies

Hazards Alerts/Warnings	Monitoring/Surveillance Agency
Tsunami	GNS and NEMA
River flood	Taranaki Regional Council, local councils, supported by the Group Emergency Management Office
Rural fire	Fire and Emergency New Zealand
Hazardous substances	Fire and Emergency New Zealand (and Health New Zealand)
Marine hazards (oil spill)	Taranaki Regional Council
Landslide	Local authorities
Infectious disease/public health hazards	Te Whatu Ora Health New Zealand
Armed offenders, social unrest, terrorism	NZ Police
Road hazard	Respective road controlling authority (NZTA, territorial authority, NZ Police)
Bio-security hazard	Ministry for Primary Industries Manatū Ahu Matua
Electricity outage	Respective electricity supply and lines companies, Transpower
Water supply contamination/disruption	Local authorities and Taumata Arowai
Building structural hazard	Territorial authority
Extreme weather	MetService (interpretation and promulgation within Taranaki by the CDEM Group Controller/Regional Emergency Management Advisor)



Te Whakapuakitanga Maru Mai Hiwa ā-motu | Declaring a State of Emergency

Under the CDEM Act 2002 a State of Emergency is made at either a Local or National level.

The declaration of a state of emergency gives the Group or Local Controllers access to powers designed to assist a response. A declaration also promotes public awareness.

The CDEM Act 2002 enables a declaration to be made across either the whole CDEM Group area, or for a defined part of the area, such as a ward or district. Declaration is a formal process carried out under Section 68 of the CDEM Act 2002, which establishes a 'state of local emergency' across any or all of parts of the Taranaki region. However, it is important to note that not all emergency responses require a declaration of a state of emergency.

Who can declare a State of Emergency?

Single District

In Taranaki, any CDEM Group representative pursuant to Section 25 CDEM Act 2002⁵⁰ may declare a state of local emergency for any part of the region. However, in identifying the need to declare a state of local emergency, the Controller shall contact the first available CDEM Group representative in the following order:

1. The CDEM Group representative (i.e. the Mayor) for the area affected; or
2. The Chairperson of the CDEM Group; or
3. Any other available member of the CDEM Group (i.e. any one Mayor of any Territorial Authority in Taranaki, or the Chairperson of the Taranaki Regional Council).

Regional or Multiple Districts

Where the area affected covers more than one district, the Controller will contact a person authorised by the CDEM Group to declare for the affected districts or for the entire CDEM Group area in the following hierarchy:

1. The Taranaki Regional Council representative of the CDEM Group
2. A CDEM Group representative (i.e. the Mayor) for one of the areas affected
3. Any other available representative of the CDEM Group

Any of these representatives are authorised to declare, extend or terminate the state of local emergency for any part of the Taranaki CDEM Group area. Best endeavours will be made to follow the above hierarchies, however, if time is of the essence, the signature of any of those authorised to declare will over-ride the above hierarchies.

Declarations by the Minister for Emergency Management and Recovery

The Minister for Emergency Management and Recovery (the Minister) may also declare a state of local emergency in certain cases under Section 69 of the CDEM Act 2002.

State of National Emergency

If the Minister declares a national state of emergency, any other declarations in force in the area or district ceases to have effect (Section 66(3) of the CDEMA 2002). Likewise, a declaration of state of local emergency cannot be given for any part of New Zealand while a national state of emergency is in force (Section 68(5) of the CDEMA 2002).



⁵⁰ CDEM Group Representative means the elected representatives serving on the Taranaki CDEM Joint Committee.

Declaration Process

The statutory requirements of declaring, extending or terminating a State of Local Emergency are set out within Sections 68 – 72 of the CDEM Act 2002. Further guidance on the declaration process is provided within NEMAs Factsheet and Quick Guide⁵¹. Following declaration, the person who declared must immediately give notice of the declaration to the public, by any means of communication that is reasonable in the circumstances. They must also ensure that the declaration is published in the Gazette as soon as practicable⁵².

A state of emergency comes into force at the time and date that a declaration of a state of emergency is made. A state of emergency expires seven days after the state of emergency comes into force (unless extended or terminated earlier)⁵³.

Key considerations for the Group Controller when determining whether to recommend a declaration include, without limiting:

- whether the situation meets the definition of emergency, as defined in the CDEM Act 2002; and
- if the emergency powers provided by a declaration are required or are likely to be required.

Authority for evacuation

Once a state of emergency is declared under Section 68 of the CDEM Act 2002, the Controller, a constable, or any other person authorised by the Controller or constable may decide to evacuate within the area or district in which the emergency is in force (Section 86).

In limited circumstances a mandatory evacuation can be ordered and enforced before a state of emergency by Fire and Emergency New Zealand⁵⁴, if in the opinion of an authorised person from those agencies, life is in danger.

⁵¹ National Emergency Management Agency (2024). Factsheet: Declaring states of local emergency
National Emergency Management Agency (2023). Quick Guide: Declaring a state of local emergency
⁵² Civil Defence Emergency Management Act 2002, Section 73(3).

⁵³ Civil Defence Emergency Management Act 2002, Section 70

⁵⁴ Section 44 (1)(d) Fire and Emergency New Zealand Act 2017



Te Taituara a Ngā Rōpū Mātanga me ngā Paewhiri | Support from Advisory Groups and Panels

During response, advisory groups within Taranaki may be utilised to provide technical support and advice when and where appropriate and according to each groups Terms of Reference.

The New Zealand Volcanic Science Advisory Panel (NZVSAP) is a group of knowledge experts who ensure the provision of authoritative readiness, reduction, response and recovery science advice when volcanic activity is affecting New Zealand Aotearoa, through trans-disciplinary and multi-institutional collaboration. Members of this panel have a strong working relationship with the TSVAG. Objectives of this panel include, but are not limited to, ensuring timely, high-quality, well-communicated and consistent science advice during volcanic activity to inform response agencies, and support consistent public messaging, providing advice on the coordination of monitoring, science investigations and data collection during volcanic activity, and assist with establishing national and volcanic zone-specific priorities for planning across readiness, reduction, response and recovery. A decision to convene this panel during a response to volcanic activity, and its operating arrangements, will follow the NZVSAP Standard Operating Procedure.

Te Mahitahi ki te Whakautu i ngā Maru Mai Hiwa | Working Together to Respond to an Emergency

The Taranaki CDEM Group has built strong relationships with partner agencies, volunteer groups and stakeholders (such as LANDSAR, Surf Lifesaving and Red Cross) as well as iwi and communities to enable effective, coordinated and connected responses.

In accordance with Section 17(1)(f) of the CDEM Act, the CDEM Group will support other CDEM Groups in New Zealand Aotearoa. The basis of this support is outlined below.

The specific nature of support that the Taranaki CDEM Group can provide during the response and recovery phases of an emergency will depend on the circumstances at the time and to what extent an emergency has affected each CDEM Group. The support may be in the form of:

- personnel (EOC staff, radio operators, rescue personnel, media liaison, other specialists);
- equipment (stock on hand of particular items or supplies or support when purchasing);
- logistics management (management of air, rail and other supply points outside of the other CDEM Group area that are being used for logistics transfer operations);
- evacuee management (management of evacuees arriving from the affected area, including registration and arranging food, clothing and temporary accommodation).

The Group agrees to consult on priorities for resources, which includes, without limitation: equipment, material, services and personnel. Competing demands for resources are always likely to be evident, particularly where the emergency affects both parties, and active consultation to resolve competing demands and achieve optimum resource allocation will have precedence over all other mutual support.

The CDEM Act 2002 (Section 113) provides for the recovery of actual and reasonable costs associated with provision of assistance to other CDEM Groups with prior agreement.

Working with our neighbours

The Taranaki CDEM Group acknowledges that supporting neighbouring Civil Defence Emergency Management (CDEM) Groups before and during an emergency is crucial in New Zealand due to the interconnected nature of communities and the potential for emergencies to impact multiple regions simultaneously. Pre-emergency collaboration can enhance regional preparedness by sharing resources and expertise, while mutual support during and after an event can improve response and recovery effectiveness and reduce overall impact.

The Waikato and Horizons (Manawatu-Whanganui) CDEM Groups border the Taranaki region. Maintaining close relationships with neighbouring CDEM groups is a high priority for the Taranaki CDEM Group. Standing invitations to attend advisory group meetings between neighbouring CDEM Groups help to maintain these relationships during peace times (for example the LAG and TSVAG groups).



Wāhanga Iwa | Section Nine

Te Whakarauora - Te Āwhina i ngā Hapori ki te Whakaora me te Whakahōu | Recovery - Helping our communities to recover and rebuild

The CDEM Act 2002, as well as the NDRS, define recovery as being the coordinated efforts and processes used to bring about the immediate, medium-term and long-term holistic regeneration and enhancement of a community following an emergency. The scale and nature of recovery will vary for each emergency, but irrespective of this, the community will need support to adapt to any changes to their normal lives⁵⁵.

Strategic Goal - we embed a strategic resilience approach to recovery planning and support efforts and processes that bring about holistic restoration and enhancement of a community after an emergency.

This chapter outlines the principles and mechanisms for strategic recovery planning. The Taranaki CDEM Group Recovery Plan contains more detailed arrangements for Taranaki.

The process of recovery is to re-establish the quality of life of the community following an emergency. Recovery starts as soon as possible in the local community and addresses the social, economic, natural and built environments.

Recovery transcends providing welfare services or restoring property and physical resources; it is an intricate social process that needs coordinated, collaborative effort and local leadership to regenerate and strengthen the impacted community over enduring timescales.

Community involvement is a critical part of recovery. Community participation provides the foundation for restoring the well-being of the affected community.

Recovery should:

- support the cultural, physical and emotional well-being of individuals and communities
- minimise the escalation of the consequences of the emergency
- reduce future exposure to hazards and their associated risks through strengthening resilience
- take opportunities to regenerate and enhance communities in ways that will meet future needs (across the social, economic, natural and built environments)⁵⁶

Depending on the nature, scale and complexity of the emergency, recovery may take a short time or many years, possibly decades. Recovery not only needs to be holistic (taking into account the social, economic, natural, and built environments) – it must also address the long-term needs of communities.

The following objectives are designed to progress the priority of helping our communities recover and rebuild and support the NDRS Objective 17:

⁵⁵ Ministry of Civil Defence Emergency Management (2017). Strategic Planning for Recovery Director's Guideline for Civil Defence Emergency Management Groups [DGI 20/17]

⁵⁶ National Emergency Management Agency (2020). <https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery>.

Ngā Whāinga ki Te Whakarauora | Objectives for Recovery

1. Communities have a voice in decision making processes throughout the different recovery phases.
2. Embed recovery across reduction, readiness and response to deliver improved resilience outcomes for communities.
3. The Taranaki CDEM Group and its members coordinate effectively to align and complement recovery activities to achieve holistic community recovery.
4. The Taranaki CDEM Group forms strong relationships with communities, partners, stakeholders, iwi and volunteer groups to enable effective and coordinated recovery actions.
5. The Taranaki CDEM has the capability and capacity required to enable effective recoveries across the different recovery phases.

Kei whea tātou ināianei | Where are we now

Statutory recovery roles have been appointed at regional and local levels and as a region, we engage in regular recovery leadership and capability discussions. The region also has a strong pool of identified recovery workers and leaders, we have strong networks that can activate to support response and recovery, and we have well defined recovery coordination structures and facilities.

The CDEM Group have a well-documented hazardscape as well as response planning against priority risks. Strategic recovery thinking and planning is embedded across the 4Rs and within community vulnerability work.

The CDEM Group has a comprehensive assessment of capability and identified improvements through capability assessment reports as well as lesson identification processes from activations and exercises which are intended to be actioned over the duration of this plan. Identification and prioritisation of actions to address gaps in recovery preparedness have been undertaken.

During an emergency, recovery is embedded in the response, with a transition to recovery that is overtly managed to achieve a seamless handover with no disruption to levels of service.

Scoping of a spatial planning gap analysis project to support and inform land use planning and decision making is underway. This work includes natural hazards information and data. This project will identify where further research is needed and enable the development of a regionalised spatial planning dataset.

The Taranaki CDEM Group have less defined community recovery arrangements and known gaps that are required to be addressed. Our ability to recover beyond moderate size events will be challenged and work is needed to scope and define how we will manage and recover at a catastrophic scale.

He aha te āhua o te angitutanga hei te tau 2030 | What success looks like by 2030

Identified Priorities

- Affected communities are connected into the recovery process early to ensure that recovery efforts are tailored to their needs and are based on the four environments (social/community, economic, natural/rural and built).
- Agencies are clear on their responsibilities past immediate response and continue to provide assistance as appropriate through transition to, and throughout recovery.
- The Taranaki CDEM Group maintains a consistent approach to recovery planning and processes.
- A regional model, consistent with emerging and developing national frameworks, for large-scale recovery operations and resourcing has been developed.
- We have collaborated with Central Government partners to identify sustained all-of-government recovery funding streams. The application processes are clear, and we can effectively advocate for affected community's needs.
- A spatial planning gap analysis project to support and inform land use planning and decision making has been undertaken. This work includes natural hazards information and data. Further research is underway to enable the development of a regionalised spatial planning dataset.
- A major review of the Taranaki CDEM Group Recovery Plan will be undertaken over the duration of this Group Plan.



Te Tāhuhu Whakarauora | Recovery Frameworks

It is important to involve communities in preparing and planning for Recovery both before and during the event, as engagement with communities enables them to become more prepared and resilient and encourages a more rapid recovery. Community resilience is conducted alongside disaster risk reduction, based on evidence-based risk assessment. Recovery is therefore benefited through pre-emptive work in the risk reduction and readiness Rs.

Communities will begin to recover as soon as an event occurs, with affected individuals, families and communities, caring and responding during the emergency. Business owners and organisations will respond to provide continuity of service. Lifeline Utilities will continue to deliver critical infrastructure services to the community (such as water, wastewater, transport, energy and telecommunications), underpinning the functioning of other public and private services. This will continue through a formal coordinated response (Response R).

Decisions made in the Response phase can have significant positive or negative impacts into the long term. The role of Recovery is to work closely alongside Response leadership to assist a long-term view during the emergency. Long-term recovery is guided and influenced by Response activities and its results, so the two must operate in parallel to be successful.

The Recovery process (Recovery R) may be informal and achieved through the efforts of communication and coordination or begin formally through the Notice of Transition process. Beyond any formal period, recovery will continue through establishing priorities and actions with communities, and via monitoring progress.

Guiding principles for establishment of a recovery are as follows:

- Understanding the Context: Successful recovery is based on an understanding of the community context.
- Recognising Complexity: Successful recovery acknowledges the complex and dynamic nature of emergencies and communities.
- Using Community-led Approaches: Successful recovery is responsive and flexible, engaging communities and empowering them to move forward.
- Ensuring Coordination of all Activities: Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs.
- Employing Effective Communication: Successful recovery is built on effective communication and engagement with affected communities and other stakeholders.
- Acknowledging and Building Capacity: Successful recovery recognises, supports and builds on community, individual and organisational capacity⁵⁷.

⁵⁷ <https://knowledge.aidr.org.au/media/4785/national-principles-for-disaster-recovery.pdf>.

Te Whakamāramatanga o Te Whakarauora | Classification of Recovery

The scale and severity of an event, and the resulting consequences experienced by communities, warrant different approaches to recovery. Much like response, recovery is scalable. Coordination arrangements for recovery are not one-size-fits-all, as they need to be based on the actual consequences of the relevant event. The arrangements and scale of recovery are built around the needs of the affected community and will change, downsize, merge, grow or be reorganised depending on the changing needs of the community over time.

Recovery classification will be determined on assessment of the size & scale of the recovery effort and the indicative recovery requirements needed to manage it (Table 8).

Recovery Classification

Table 8. Recovery Classification Matrix

Recovery Level	Minor	Moderate	Major	Severe	Catastrophic
National					
Group					
Local					

Modified from literature from the recovery classification framework developed by the National Recovery Working Group.

Given the unique nature, scale, impacts, and specific recovery needs of each significant natural hazard event (Figure 7), Government may tailor recovery settings beyond standard emergency management arrangements. These arrangements will overlap and augment local and regional recovery initiatives. After each event, the Government can choose not to intervene, could design bespoke settings, or could implement or adapt the set of options based on the event and Government's priorities.

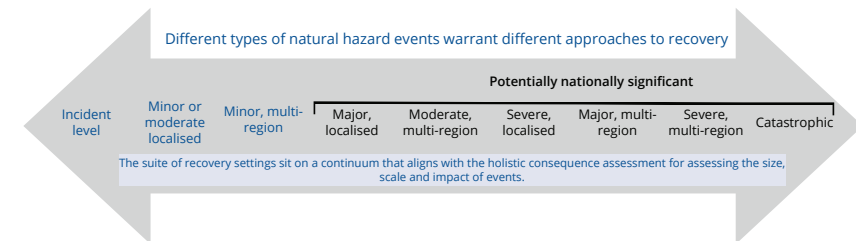


Figure 7. Different types of events warrant different approaches to recovery

Ngā Wāhanga Whakarauroa | Recovery Phases

Depending on the scale and impact of the emergency, recovery may involve short or extended timeframes (Figure 8).

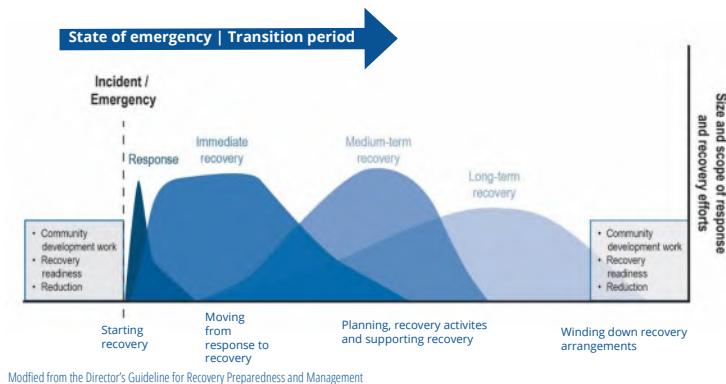


Figure 8. Recovery Preparedness and Management³⁶

Immediate

Recovery will be immediate and overlaps with response. It includes actions such as providing emergency levels of service for essential public health and safety services, restoring interrupted utility and other essential services, re-establishing transportation routes or alternatives and providing welfare needs such as emergency accommodation and food. These recovery service levels may be at a basic level only to ensure that core needs are met.

Immediate recovery may involve a formal Notice of Transition Period.

Short-term

Recovery will continue to provide food and shelter for those displaced by the emergency (moving from emergency to temporary accommodation) and service reinstatement to provide stability while planning for permanent fixes. Recovery functions will transition out of CIMS and continue to be resourced from the council and volunteer teams.

Short-term recovery may involve a formal Notice of Transition Period.

Medium and Long-term

Recovery may involve some of the same actions but may continue for a number of months or years, depending on the severity and extent of the impacts. Medium to Long-term recovery efforts focus on restoring community wellbeing through rebuilding the infrastructure and restoring the social and economic life of the community. The incorporation of mitigation measures to reduce future risk is a major goal. Long-term recovery may also focus on transformational projects that re-shapes community life, depending on the opportunities presented from the impacts of the emergency. The purpose is to return life to normal or improved levels.

Medium and long-term recovery will require bespoke funding, organisation design and skills recruitment to achieve defined project and program objectives.

Te Pānuitanga o te Wā Whakawhiti ki Te Whakarauroa | Notice of a Local Transition Period

The Controller, in consultation with the Recovery Manager, will contact a person authorised by the CDEM Group to give notice of transition for the affected districts or for the entire CDEM Group area in the following hierarchy:

- The Taranaki Regional Council representative of the CDEM Group
- A CDEM Group representative (i.e. the mayor) for one of the areas affected
- Any other available representative of the CDEM Group

Any of these representatives are authorised to give notices of transition to recovery for any part of the Taranaki CDEM Group area. Under the CDEM Act 2002 the signature of any of those authorised to give notice of transition will over-ride the above hierarchies.

The procedure for giving notice of transition is outlined in the CDEM Act 2002 sections 94A to 94F.

Powers of Recovery Managers during transition periods include the ability to enter, examine and mark buildings, close roads, require assessments of buildings or types of buildings, carry out works and keep areas clear of the public. The Recovery Manager may exercise powers in relation to a transition period if, in the Recovery Manager's opinion, the exercise of the powers is in the public interest, necessary or desirable to ensure a timely and effective recovery and proportionate in the circumstances. The full legal test is set out in Section 94G CDEM Act 2002. Use of Recovery Powers during a Transition Notice must also be reported to the Director of the National Emergency Management Agency under Section 94P CDEM Act 2002.

These powers are more fully described (including their limitations) in the CDEM Act 2002 sections 94G to 94N. CDEM Act 2002).

National Transition Period

If the Minister gives notice of a national transition period, any other local transition period in force in the area or district ceases to have effect (Section 94A(4)(b) of the CDEM Act 2002). Likewise, notice of a local transition period cannot be given for any part of New Zealand Aotearoa while a national transition period is in force for that part (Section 94B(1) of the CDEM Act 2002).



Te Hanganga o Te Kāhui Whakarauroa | Group Recovery Structure

The most effective type of recovery organisation is one that coordinates and supports other agencies in doing what they do well in normal times. The value added by the recovery organisation is not performing a radical new function, but rather in helping existing public and private organisations perform more effectively in post-emergency time compression³⁷.

During recovery, local authorities are the lead agency at the local level, whereas the TEMO as the regional CDEM office (with support from member councils) is responsible for regional recovery coordination.

Local authorities have legislative obligations to plan for and deliver recovery in their community. A local authority has obligations to plan and put recovery structures in place that are informed by community discussions about recovery priorities. These processes require adequately skilled and trained staff, and relationships with key agencies to foster co-ordination and collaboration prior to and during a recovery. Local recovery may require the need to amend statutory council plans, with the appropriate community consultation such as Annual and Long-Term Plans, or Infrastructure Strategies.

To support regional consistency and local recovery delivery, the TEMO may establish a regional recovery office support by the member councils. The regional level ECC acts as a conduit between national level activities, information sharing and requests, and locally led recovery activities. During response and recovery, the Taranaki CDEM Group structure changes overtime depending on the phases of recovery and the scale and severity of the event.

³⁶ National Emergency Management Agency. Recovery Preparedness and Management: Director's Guideline for Civil Defence Emergency Management Groups [DGL 24/20].

³⁷ National Emergency Management Agency (2019). Recovery Preparedness and Management Director's Guideline for Civil Defence Emergency Management Groups [DGL 24/20].

Recovery Resourcing

During response, the Recovery Manager, supported by the recovery function team considers longer-term impacts across response functions, such as Intelligence, Planning, Welfare, Logistics and Public Information Management. Ongoing response priorities will be incorporated into a recovery structure providing continuity for communities. Resourcing will be drawn from the existing pool of emergency management trained volunteers and council staff. This resourcing will extend beyond response into short-term recovery, including management of any transition notice period. This may extend to upwards of three months until more permanent resourcing is secured.

One of the initial actions of the Recovery Manager is to determine whether a recovery office is required to manage medium to long-term recovery. This includes scoping the resources needed to support it, and whether those resources are currently available in the region. The size of an established Recovery Office will depend on the coordination of consequences of the emergency and the projects needed to support the recovery.

For minor-moderate scale emergencies, a recovery office would likely be established at a local council level. For a moderate scale event a regional Recovery Office may be stood up, and for a large-scale event a National Recovery Office is likely to be established. A recovery office may take different forms, for example, at scale, be teams of people performing a defined role, or at lesser scale there may be one staff member performing one or multiple recovery function role/s. Some roles and responsibilities may also be split between the Recovery Office and local authority.

A recovery office may be operative for months to years. Resourcing for this commitment will require a formalised structure, recruitment and/or secondments for roles, reporting mechanisms and a defined programme of works and targets.

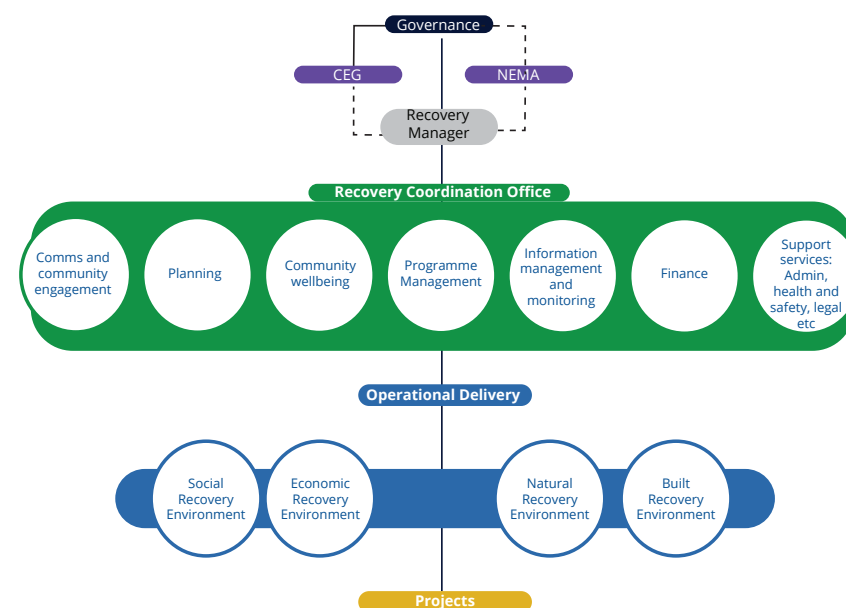


Recovery Governance

Recovery governance ensures that strategy, objectives, and ultimately community outcomes, are clear and appropriate support is in place to deliver.

At a regional level recovery governance are the responsibility of the CDEM Group under Section 17(1)(e) CDEM Act 2002. The CDEM Group fulfils its management responsibilities via CEG and the appointment of a Group Recovery Manager and alternates. Recovery governance mirrors that of the existing CDEM Group structure, with the Joint Committee maintaining ultimate responsibility for recovery preparedness and delivery.

A regional recovery office will be led by the Group Recovery Manager, who will report to the Joint Committee via the CEG. Reporting obligations will also be met to the National Recovery Manager and Director as required. An example recovery structure is shown in Figure 9.



Modified from Auckland Civil Defence and Emergency Management 2024-2029 Group Plan

Figure 9. Recovery structure example

Local Recovery Managers and Local Authorities' recovery offices will use existing governance arrangements to guide their local recovery programme. They may choose to establish a new committee in their structure to guide and determine recovery outcomes. Joint Committee and the Coordinating Executive Group should receive regular reports on recovery progress, and issues, compiled by the regional recovery office (if required).

Recovery Planning

The development of a long-term recovery plan sets the strategic direction for a specific recovery, describing the recovery objectives, outcome statements, and set milestones. A Recovery Plan is developed early and will be agreed upon by key stakeholders, including affected communities, and is approved by governance.

A Recovery Plan will contain:

- Community Recovery Vision: what the community will look and feel like in the future.
- Recovery Objectives: the measurable steps to achieve each goal.
- Recovery Goals: the high-level results that the recovery aims to achieve.
- Recovery Priorities: the order that recovery objectives will be focused on.

The development of recovery action plans will be developed to give effect to the long-term Recovery Plan, such as a defined programme of works and milestones.

Sector Groups

Recovery Sector Groups are the structures through which agencies, organisations and groups involved in recovery activities are organised and coordinated (Recovery Preparedness and Management Director's Guideline, page 63).

Planning for and implementing recovery in Taranaki extends across four recovery environments and task groups (Figure 10), and corresponding sector groups. These groups may range from informal, internal arrangements managed by the recovery team, through to more formally established groups, with chairs and terms of reference (for example, existing advisory groups). Sector groups are comprised of organisations actively delivering projects, works or services that are a part of the recovery effort. Table 9 provides an example of recovery sector groups within Taranaki and possible sub-groups.



Modified from The Guide to the National CDEM Plan 2015.

Figure 10. Four Recovery Environments

Table 9. Recovery sector groups and possible sub groups

Sector Group	Social Sector	Built/property sector	Natural environment sector	Economic Sector	Rural Sector
Possible Tasks	Safety and wellbeing	Critical Infrastructure	Waste and pollution	Waste and pollution	Stock welfare
	Health –hospitals and community health centres	Residential housing	Natural resources	Businesses, including rural sector	Rural financial support
	Welfare	Commercial and industrial property	Amenity values	Government	Agriculture & Horticulture
	Psychosocial	Public building and assets	Biodiversity and ecosystems		
	All schools and education	Historic places	Sites of significance to Maori / Wahi taonga and archaeological sites		
	Community activities / networks				

Programme Management & Delivery

In the largest of events, the scale of impacts and rebuild may require significant coordination, such as through a programme management office (PMO). Recovery from major events is rarely business-as-usual when involving multiple partners. This is due to the following characteristics of recovery:

- Significant recoveries typically involve large-scale programmes, often costing many millions of dollars, and requiring a diverse set of skills, resources and protocols to plan, implement and monitor;
- Recovery projects and programmes are prepared quickly and implemented over a fixed time period, usually two to five years or more;
- They are implemented on an intensive basis in a specific geographical area or areas affected by a disaster; and
- Recovery efforts receive a high degree of scrutiny and demand for accountability, thus necessitating good governance and public trust⁶⁰.

Programme management establishes a structured, scalable and flexible process that supports clear lines of reporting and communication and enables coordination of actions across multiple agencies and disciplines. A PMO may be established as required at a local or regional level, based within the relevant recovery office.

Elements of project delivery may also be undertaken by the recovery office, particularly at a local scale, to meet defined community needs where there is no obvious lead responsible agency. As required a recovery office will identify and deliver work projects to achieve recovery objectives using a project management methods.

Exit Strategy

If a formal recovery structure is implemented, an exit strategy will be produced to manage the handover of remaining recovery activities to the relevant agencies in a planned and systematic way. The strategy will outline the handover responsibilities of the Recovery Manager(s), the Recovery Office, the task groups and public information management and any other support teams. Withdrawal of formal recovery arrangements from the impacted community will be planned and staged and the responsibility of outstanding tasks and actions will be assigned and acknowledged.

⁶⁰ Handbook on Recovery Institutions: A Guidebook for Recovery Leaders and Practitioners, United Nations Development Programme, Crisis Bureau, www.undp.org



Wāhanga Tekau | Section Ten

Te Mātai me te Arotake | Monitoring and Evaluation

The Taranaki CDEM Group is responsible for monitoring and reporting on the performance of the Group, compliance with this CDEM Group Plan, the CDEM Act 2002, and other legislative provisions relevant to the purpose of the CDEM Act 2002.

The Taranaki CDEM Group ensures that the plan's objectives are achieved, its legislative requirements are met and that it is continuously improving, through monitoring and evaluation. This ensures we have the capacity and capability necessary to be able to perform our CDEM roles and responsibilities.

Though often referred to together, monitoring and evaluation involve distinctly different aims and processes:

Monitoring is a continual process that aims to provide management and stakeholders of an ongoing intervention with early indications of compliance with responsibilities, and progress, or lack thereof, in the achievement of results. Monitoring will be undertaken via measuring progress against plans and work programmes, performance against standards and keeping records of what has or has not happened.

Evaluation is about measuring effectiveness. It compares what is happening against what was intended (key performance indicators, objectives and targets) and interpreting the reasons for any differences. Evaluation is an ongoing process undertaken by the CDEM Group.

Monitoring and evaluation contribute to the organisational and global body of knowledge about what works, what does not work and why. Knowledge gained through monitoring and evaluation is a core part of organisational learning. Monitoring and evaluation provide information and facts that, when accepted, become knowledge that promotes learning.

The main objectives of monitoring and evaluation are thus to:

- enhance organisational learning and development
- ensure informed decision-making and planning
- support substantive accountability, and
- build capacity and capability

These objectives are linked together in a continuous process. Learning from experience results in more informed decision-making; better decisions lead to greater accountability to stakeholders; all three elements working together make a positive contribution to overall effectiveness.

Te Mātai me te Arotake Whakaroto | Internal Monitoring and Evaluation

The CEG and Joint Committee have oversight of the following internal monitoring and evaluation mechanisms:

- The CDEM Group Annual Plan is a key delivery mechanism of this group plan. The Annual Plan is utilised to monitor progress against Group Plan Strategic Goals and Objectives and allows for ongoing intervention with early indications of compliance with responsibilities and progress, or lack thereof, in the achievement of results.
- A Quarterly Report will be presented to the CEG and Joint Committee to measure progress of the Group towards achieving Annual Plan activities.
- A five-year Work Plan report will be presented to the CEG and Joint Committee to evaluate the performance of the CDEM Group.
- Review of Group Plan implementation during the next development and review cycle.
- Annual report by member councils and partner agencies to CEG and the CDEM Joint committee regarding actions undertaken to improve their community and operational readiness to respond to emergencies.

Te Mātai me te Arotake Whakawaho | External Monitoring and Evaluation

- NEMA are required to monitor the performance of CDEM Groups and persons who have responsibility under the CDEM Act 2002.
- Monitoring also occurs through the Long-Term Plan and Annual Reports of each contributing council.
- Post event community consultation will be undertaken and recommendations reviewed and addressed where appropriate.
- Consultation occurs with NEMA personnel on a regular basis to advise on compliance with current legislation and guidelines.
- Post Event Debrief and Corrective Action Planning -

There will be a multi-agency debrief at the conclusion of any significant event or exercise. This debrief allows those participating in or liaising with the EOC/ ECC to evaluate the response and recovery and provide opportunities for improvement which can be incorporated into future planning. There may be several debriefing stages – a hot debrief immediately after the event or exercise, and a more detailed debrief a few days or weeks after – depending on the size of the event.

- Communicating relevant findings to key stakeholders and the public, following debriefing, is an effective way to raise awareness of the role of CDEM in an emergency.

Ngā Tūtohu ā-ture | Legislative Compliance

Measurement of legislative compliance is achieved through an annual review and reporting on legislative changes and compliance against the CDEM Act 2002 to the CDEM Group.

Under Section 17(1)(h) of the CDEM Act 2002, the CDEM Group is required to monitor and report on compliance with the Act, and other legislative provisions relevant to the purpose of the Act. The relevant provisions defined by Section 17(3)(a)-(k) include (but are not limited to):

- Biosecurity Act 1993
- Building Act 2004
- Fire and Emergency New Zealand Act 2017
- Hazardous Substances and New Organisms Act 1996
- Health Act 1956
- Health and Safety at Work Act 2015
- Local Government 2002
- Maritime Transport Act 1994
- Resource Management Act 1991
- Any enactment passed in substitution for any of the Acts above.



Appendix A

Kuputaka | Glossary

4 Rs Means the four areas of emergency management, as follows:

Reduction - identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring.

Readiness - developing operational systems and capabilities before an emergency happens, including making arrangements with emergency services, lifelines, and partner agencies, and developing self-help and response arrangements for the general public.

Response - actions taken immediately before, during, or directly after an emergency to save human and animal lives and property, and to help communities recover.

Recovery - the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.

CDEM Act 2002 - means the Civil Defence Emergency Management Act 2002 or any subsequent amendments.

Administering authority - means, in relation to a Civil Defence Emergency Management Group, the administering authority as described Section 23 of the CDEM Act 2002.

Advisory Group - advisory groups are a source of interested, trained, experienced personnel who provide specialist advice on operational planning across the 4 Rs and expertise to assist emergency management.

Agency - means a government or non-government organisation or entity (other than a CDEM Group) with responsibilities under the National CDEM Plan 2015 or the Taranaki CDEM Group Plan.

Capability - means that an organisation is able to undertake functions, such as provide a service or fulfil a task. This implies that it has the required staff, equipment, funding, systems and resources to do this. Organisations are likely to have a number of capabilities.

Capacity - The combination of all the strengths, attributes and resources available within an organisation, community or society to manage and reduce disaster risks and strengthen resilience.

Civil Defence Emergency Management (CDEM) - Means the application of knowledge, measures and practices that:

- are necessary or desirable for the safety of the public or property; and
- are designed to guard against, prevent, reduce, recover from, or overcome any hazard or harm or loss that may be associated with any emergency; and
- includes, without limitation, the planning, organisation, co-ordination, and implementation of those measures, knowledge and practices.

CDEM Group area - CDEM Group area has the same meaning as 'area' in Section 4 of the CDEM Act 2002 (shown below).

In relation to a Civil Defence Emergency Management Group, –

1. means all the districts of the local authorities that are members of the Group; and
2. extends to–
 - i. the landward boundary of the territorial authorities in the Group; and
 - ii. the seaward boundary of the regions of regional councils or unitary authorities in the Group

CDEM Group - Means a Civil Defence Emergency Management Group established under Section 12 or re-established under section 22 of the Act. CDEM Group may at times be read to mean the Taranaki CDEM Group with regard to this Plan. District and regional council boundaries will be as gazetted under the Local Government Act 2002.

CDEM sector - Means those agencies with responsibilities under the CDEM Act 2002, including local authorities, CDEM Groups, government departments, emergency services, and lifeline utilities.

CEG - Means the Co-ordinating Executive Group established under Section 20 of the CDEM Act 2002, comprising representatives from local authorities, Emergency Services, providers of health and disability services, and other persons co-opted by the CDEM Group.

CIMS - Means stands for the Co-ordinated Incident Management System. CIMS describes how New Zealand agencies and organisations coordinate, command, and control incident response of any scale, how the response can be structured, and the relationships between the respective CIMS functions and between the levels of response.

Community - A group of people who:

- live in a particular area or place ('geographic' or 'place-based' community);
- are similar in some way ('relational' or 'population-based' community); or
- have friendships, or a sense of having something in common ('community of interest').
- People can belong to more than one community, and communities can be any size. With increasing use of social media and digital technologies, communities can also be virtual.

Community Emergency Centre - A Community Emergency Centre (CECs) is a facility that is established during an emergency to support individuals, families/whānau, and the community. CECs are open to members of the public and may be used for any purpose including public information, evacuation, welfare, or recovery, depending on the needs of the community. CECs can either be operated by CDEM or other agencies as defined in CDEM plans or community level arrangements. Community members and/or community-based organisations may establish and operate other centres that offer support to the community. These centres do not fall under the direction of CDEM, although they may coordinate with and operate alongside CDEM facilities.

Controller – Alternate Group - Means a person or persons appointed under section 26 of the CDEM Act 2002 to exercise the functions and powers of the Group Controller in the absence of the Group Controller.

Controller – Group - Means a person appointed under Section 26 of the CDEM Act 2002 to exercise the functions and powers of the Group Controller or those functions and powers delegated by the CDEM Group during a state of local emergency within the group for which they are appointed.

Controller - Local - Means a person appointed under Section 27 of the CDEM Act 2002 to exercise the functions and powers of a Local Controller or those functions and powers delegated by the CDEM Group during a state of local emergency within the group for which they are appointed. A Local Controller must follow any directions given by the Group Controller during an emergency.

Coordination Centre - A Coordination Centre is the location from which a Controller and Incident Management Team manages a response. There are four types of Coordination Centres.

- Incident Control Points (ICPs) operate at an incident level.
- Emergency Operations Centres (EOCs) operate at a local level.
- Emergency Coordination Centres (ECCs) operate at a CDEM Group level.
- National Coordination Centres (NCCs) operate at a national level.

⁶¹ Ministry of Civil Defence & Emergency Management (2019). National Disaster Resilience Strategy.

Director's guidelines - Means the guidelines, codes, or technical standards issued under the CDEM Act 2002 to any person or organisation with responsibilities under the CDEM Act 2002. A CDEM group plan must take account of the guidelines, codes, or technical standards issued by the Director of Civil Defence Emergency Management.

Disaster - A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, social, cultural, economic and environmental losses and impacts.

Disproportionately affected people or groups - The impact of hazards and threats is likely to exacerbate existing inequities across New Zealand. This means that some populations are disproportionately affected by many of the social and economic impacts of risks. This includes Māori, as well as Pasifika, and any people for whom English is not their first language, those living with high levels of social and economic deprivation, or those who face challenges associated with disability, ill health, or social or geographic isolation ⁶¹.

District Councils - Means district councils (in the case of the Taranaki CDEM Group area this includes the New Plymouth, Stratford and South Taranaki District Councils).

Emergency Coordination Centre (ECC) - An Emergency Coordination Centre (ECC) is a Coordination Centre that operates at the CDEM Group or regional level to coordinate and support one or more activated EOCs. Normally this would be established at TEMO, but particular circumstances may necessitate an alternative location.

Emergency Operations Centre (EOC) - An Emergency Operations Centre (EOC) is a Coordination Centre that operates at the local level to manage a response.

Emergency - Emergency has the same meaning as in Section 4 of the CDEM Act 2002 (shown below).

1. Is the result of a happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warfare act; and
2. Causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand; and
3. Cannot be dealt with by emergency services or otherwise requires a significant and co-ordinated response under the CDEM Act 2002.

Emergency services - Emergency services has the same meaning as in clause 35 of the National CDEM Plan 2015 (shown below).

emergency services, which include the New Zealand Police, the New Zealand Fire Service, the National Rural Fire Authority, the rural fire authorities and health and disability services, have duties under section 63 of the CDEM Act 2002.

Evacuation - Means the temporary relocation (either spontaneous or organised) of all or part of a particular population or geographical region from a location that has been or is about to be affected by an emergency, to a place considered to be safe.

Types of evacuation are defined in clause 142 of the National CDEM Plan 2015 (shown below).

142 Types of evacuation

1. Evacuation can, as a voluntary step or mandatory requirement, occur before, during, or after an emergency.
2. Evacuation before an emergency may occur as a necessary precaution until—
 - (a) the risk is understood or contained; or
 - (b) the risk has been sufficiently managed.
3. Voluntary evacuation occurs when people choose to move without being directed to do so.
4. Mandatory evacuation occurs when people are directed that they must leave an area because the risks of remaining there are considered too great. (
5. Mandatory evacuation can be ordered,—
 - (a) before a state of emergency is declared, by the New Zealand Police (under section 14 of the Search and Surveillance Act 2012) or the fire services, if life or property is in danger; or

(b) after a state of emergency is declared, by the New Zealand Police, the National Controller, a CDEM Group Controller, or a person authorised as specified under section 86 of the Act.

GIS - Acronym for geographic information system. An integrated collection of computer software and data used to view and manage information about geographic places, analyse spatial relationships, and model spatial processes. A GIS provides a framework for gathering and organizing spatial data and related information so that it can be displayed and analysed.

GNS Science - Means the Institute of Geological and Nuclear Sciences Limited and is a New Zealand Crown Research Institute.

Hapū - Refer to the subtribes (clans or descent groups) within an iwi (tribe) with the main purpose of supporting their respective lands (whenua) and all that live within their whenua.

Haukāinga - Local people of the marae

Hazard - Hazard has the same meaning as in Section 4 of the CDEM Act 2002 (shown below).

Means something that may cause, or contribute substantially to the cause of, an emergency.

Iwi - Iwi = Refers to the Post Settlement Government Entities that were established to hold and manage the settlement redress on behalf of their iwi (tribal) members.

- Te Rūnanga o Ngāti Tama = Ngāti Tama
- Te Rūnanga o Ngāti Mutunga = Ngāti Mutunga
- Te Kāhui Maru = Ngāti Maru
- Te Kotahitanga o Te Atiawa = Te Atiawa
- Te Kāhui o Taranaki = Taranaki
- Te Korowai o Ngāruahine = Ngāruahine
- Te Rūnanga o Ngāti Ruanui = Ngāti Ruanui
- Te Kaahui o Rauru = Ngāa Rauru Kītahi

Joint Committee - Means the CDEM Group, a Joint Standing Committee established under Section 12 of the Act.

Kaitiaki - Guardian, steward, caregiver, keeper

Kaitiakitanga - Guardianship, stewardship, trusteeship

Kotahitanga - Unity, togetherness, solidarity, collective action

LAG - means the Lifelines Advisory Group.

Lead agency - means the agency with the primary mandate for managing the response to an emergency, as specified in Appendix 1 of the National CDEM Plan 2015.

Lifeline utility - means an entity named or described in Part A of Schedule 1 of the CDEM Act 2002, or that carries on a business described in Part B of Schedule 1 of the CDEM Act 2002. The entities include: XXXX

Local authority - means a regional council, territorial authority a unitary authority.

Local response - Means a response to an emergency where the emergency affects a single district, or part of a district.

Mana Whenua - Customary authority exercised by iwi or hapū in an identified area.

Marae - Traditional Māori meeting complex

Mataawaka - Those that live in Taranaki but do not have mana whenua (they whakapapa to other rohe in NZ).

Mātauranga - Education, knowledge, wisdom, understanding

MBIE - Means the Ministry of Business, Innovation and Employment

National Civil Defence Emergency Management Plan 2015 - Means the National Civil Defence Emergency Management Plan 2015 or any subsequent amendment made by Order in Council pursuant to section 39 of the Act.

National Controller - Means the person who is the National Controller in accordance with Section 10 of the CDEM Act 2002.

National significance - National significance has the same meaning as in Section 4 of the CDEM Act 2002 (shown below).

national significance includes, without limitation, any case where the Minister or the Director considers that—

- there is widespread public concern or interest; or
- there is likely to be significant use of resources; or
- it is likely that the area of more than 1 Civil Defence Emergency Management Group will be affected; or
- it affects or is likely to affect or is relevant to New Zealand's international obligations; or
- it involves or is likely to involve technology, processes, or methods that are new to New Zealand; or

it results or is likely to result in or contribute to significant or irreversible changes to the environment (including the global environment).

National Crisis Management Centre (NCMC) - The National Crisis Management Centre (NCMC) is a secure, all-of-government coordination centre used by agencies to monitor, support, or manage a response at the national level.

It is an example of a National Coordination Centre (NCC). MCDEM is responsible for maintaining the NCMC in a state of readiness, and will act as the lead agency for CDEM-led responses

NDRS - Means National Disaster Resilience Strategy

NEMA - Means the National Emergency Management Agency.

NPDC - Means the New Plymouth District Council.

Pandemic - Means an epidemic that spreads to the point that it affects a whole region, a continent or the world.

Peace time - Means then time where there is no emergency event to respond to or recover from, where the CDEM Group focus on readiness and reduction activities.

Recovery Manager - A Recovery Manager is responsible for leading or coordinating recovery activities at a national level (National Recovery Manager), the CDEM Group level (CDEM Group Recovery Manager), or the local level (Local Recovery Manager).

When emergencies will have significant recovery activities, the Controller hands over to the Recovery Manager once most response tasks have been completed, and the Recovery Manager is ready to take over.

Regional Council - Means a regional council named in Part 1 of Schedule 2 of the Local Government Act 2002. Regional Council may at times also be read as meaning the Taranaki Regional Council.

Resources - All personnel, supplies, facilities and equipment available, or potentially available, for assignment to incidents.

Risk - means the likelihood and consequences of a hazard

SDC - means the Stratford District Council.

STDC - means the South Taranaki District Council.

State of emergency - means a state of national emergency or a state of local emergency as per the CDEM Act 2002.

State of local emergency - means a state of local emergency declared under section 68 or section 69 of the CDEM Act 2002.

State of national emergency - means a state of national emergency declared under section 66 of the CDEM Act 2002.

Strategic - The macro dimension of emergency management. It can have both a domestic and international focus and relates to the strategic aim or purpose of the government, local government or agency

Support agency - Any agency or organisation, other than the lead agency, that has a role or responsibilities during a response.

Tangata Whenua - The iwi or hapū that holds mana whenua over that area.

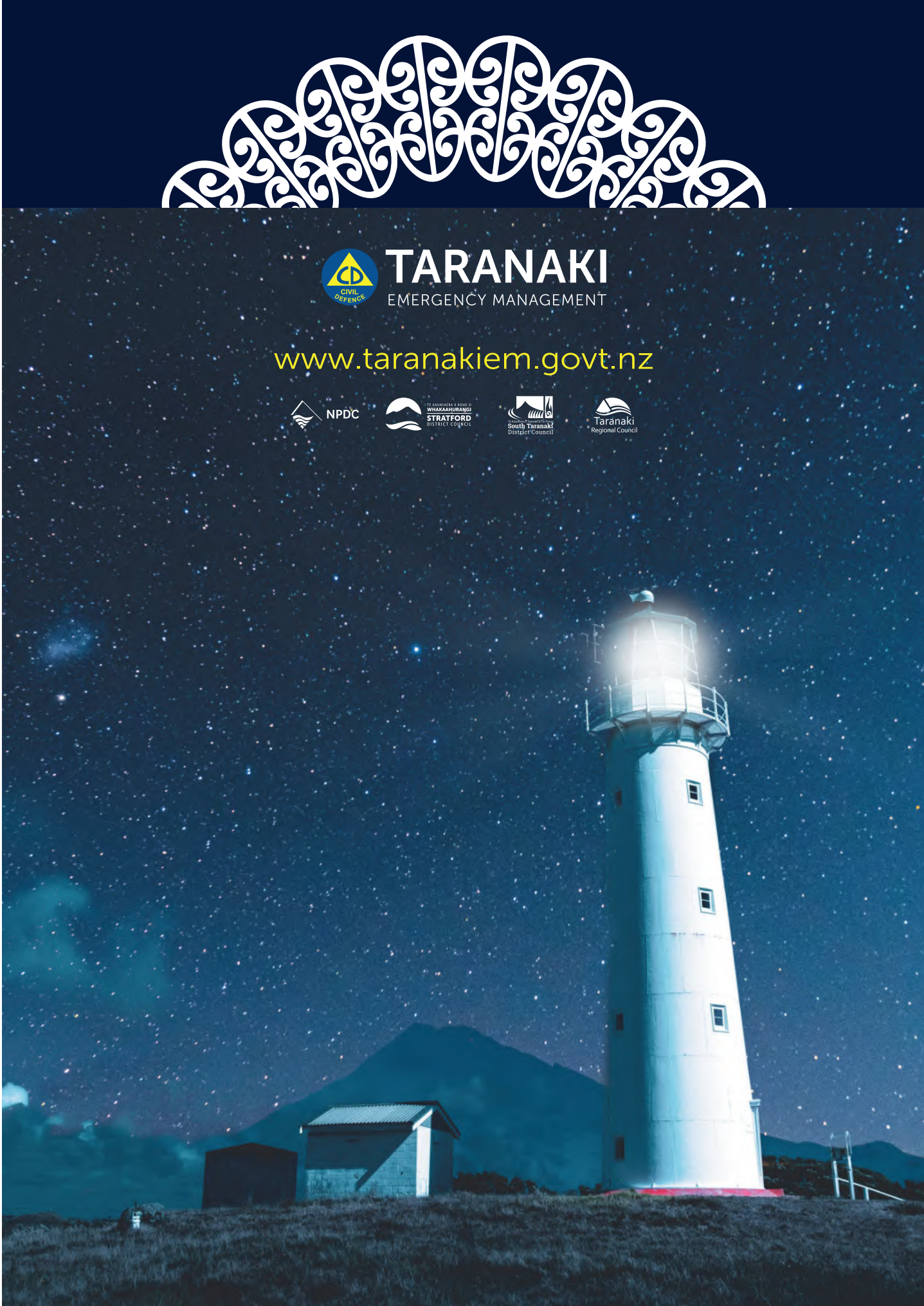
TEMO - Means the Taranaki Emergency Management Office of the Taranaki CDEM Group located at 45 Robe Street, New Plymouth.

Territorial authority - means a city council or a district council named in Part 2 of Schedule 2 of the Local Government Act 2002.

Tikanga - Correct procedure, custom, protocol

Transition period - means a national transition period or a local transition period. It is a period of transition notified under Section 94 of the CDEM Act 2002.

TRC - means the Taranaki Regional Council.



Taranaki CDEM Group Plan 2025-2030

NEMA Technical Review Report

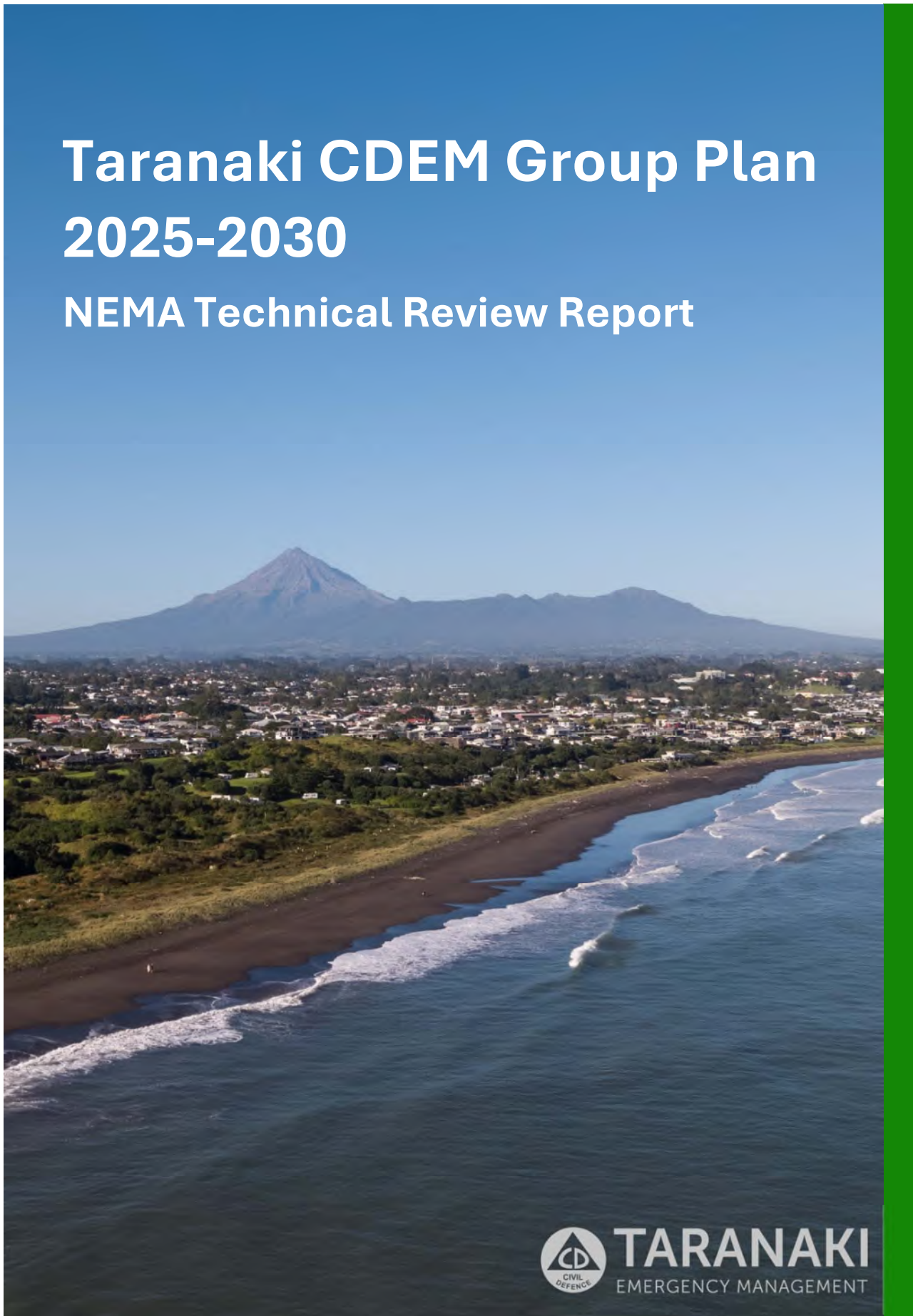


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He Kōrero Timatanga

This report collates and summarises the NEMA Technical Review on our proposed Civil Defence Emergency Management Group Plan and provides recommendations for amendment. This review was undertaken over the period 7 March 2025 – 9 May 2025.

Our Civil Defence Emergency Management Group Plan describes how we work with our partners and the community to prepare for, respond to, and recover from emergencies. It also sets the direction for our work on Taranaki's Civil Defence Emergency Management system, outlines our Vision, Purpose, Values, Strategic Goals and Objectives over the next five years, and how we will measure our performance.

As part of the Group Plan process, the Group must provide an opportunity for NEMA to review the proposed plan.

Section 49 of the Civil Defence Emergency Management Act 2002 specifies the process for the proposed plan to be sent to Minister. Key rules include:

- 1) *Before approving a civil defence emergency management group plan, a Civil Defence Emergency Management Group must send a copy of the proposed plan to the Minister for his or her comments and must allow the Minister 20 working days to comment.*
 - a) *The Civil Defence Emergency Management Group must have regard to any comments made by the Minister.*
- 2) *The plan must state and provide for -*
 - (a) *the local authorities that have united to establish the Civil Defence Emergency Management Group:*
 - (b) *the hazard and risks to be managed by the Group:*
 - (c) *the civil defence emergency management necessary to manage the hazards and risks described under paragraph (b):*
 - (ca) *the strategic planning for recovery from the hazards and risks referred to in paragraph (b):*
 - (d) *the objectives of the plan and the relationship of each objective to the national civil defence emergency management strategy:*
 - (da) *the area of the Group:*
 - (e) *the apportionment between local authorities of liability for the provision of financial and other resources for the activities of the Group, and the basis for that apportionment:*
 - (f) *the arrangements for declaring a state of emergency in the area of the Group:*

(fa) the arrangements for giving notice of a local transition period:

(g) the arrangements for co-operation and co-ordination with other Groups:

(h) the period for which the plan remains in force.

- 3) *The Director must issue written guidelines in relation to the matters described in subsection (2) (the above items).*

Within the CDEM Group Planning Director's Guidelines for Civil Defence Emergency Management Groups [DGL 09/18], the following applies:

- Page 10 of the Directors Guideline (DGL09/18) outlines the three functions that MCDEM (now NEMA) fulfils during the development of a Group Plan.
- As an informal supporter of the CDEM Group Plan review team
- As a technical reviewer of the plans content,
- To provide advice on whether the process and content of the Plan meets the legislative requirements.

42 amendments were recommended within the technical review by NEMA. Preliminary findings from NEMA found that the proposed Taranaki Group Plan did not meet legislative requirements around providing for the CDEM necessary to manage hazards (CDEM Act 2002, section 49(2)(c)). This was because there was not quite enough detail in the actions to be taken, by who, and who pays, to achieve the objectives. Below is a table of the NEMA feedback which describes improvements that could be made in other areas. Other than the aspect above there was nothing that fell short of legislated standards.

Further consultation between TEMO and NEMA took place after the review documentation was received and analysed by TEMO. Subsequent to this second round of consultation, a Teams meeting was undertaken between NEMA and TEMO, with an agreed outcome being that the suggested "How are we going to get there" actions would sit within the Annual Plan and be made publicly available. An earlier draft of the Group Plan had this level of detail within it, however due to the Group Plan being a strategic document, and the key actions being operational this content was removed and put into the Annual Plan. All activities within the Annual Plan relate to one or more Group Plan Objective and one or more Identified Priority and this is clearly outlined within the Annual Plan. It was also regarded a risk to include this level of detail within the 5-year Group Plan as it would not allow for flexibility in operational actions if evolving legislation, changes in funding or a major event occurred, and we needed to pivot our efforts and priorities.

The feedback table below documents the technical review, TEMO's analysis and recommended amendments, and includes details of further consultation that was undertaken in order to reach agreement between NEMA and TEMO.

Section 1 | Technical Review and Recommended Response

The following table collates the NEMA Technical Review and provides an analysis of the feedback and recommendations for change or no change.

TEMO Response to NEMA Technical Feedback on the Draft Taranaki CDEM Group Plan 2025 - 2030

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
1	Mihi at start the document	The mihi at the start of document is a karakia – our advice would be to remove this as a mihi unless mana whenua have endorsed the karakia to provide for a mihi.	No changed needed, if this was the recommended inclusion.	Intro	We were grateful to receive Ngā Iwi o Taranaki (NIOT) assistance with this one. The NIOT team recommended using Whakataka te Hau as they noted it works as a mihi, tauparapara, or karakia and it is relevant to our mahi. However, University of Canterbury feedback highlighted within their public feedback document that karakia would be more appropriate also. We acknowledge this and have taken this feedback on board. Thanks to all involved.	Recommend change to include a title of <i>Karakia</i> rather than Mihi on page 3.
2	Section One Introduction	The introduction would benefit reflecting, how the Taranaki CDEM Group gives effect to the treaty relationship whether its aspirational eg: to be developed in partnership (co-design)	Some of the content referenced on page 11 could be brought into introduction. Generally, the plan would benefit from articulating working relationships with mana whenua and mataawaka partnerships	6,14	Agree.	Recommended Change to be incorporated within page 6 as a separate paragraph. This paragraph will be inserted before the “This is the fourth iteration of the Group Plan for Taranaki” paragraph. <i>The Taranaki CDEM Group seek to give effect to the treaty</i>

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
		with Ngā iwi o Taranaki across the 4Rs.	among council, iwi, groups representing Māori perspectives and tikanga are integrated into emergency management. Noting that the Partnership Charter is under development – are there other existing arrangements with Councils that activate during response, or are used during readiness for advice? For example, the reps on the planning and policy committee in Taranaki Regional Council, or those mana whenua involved in response planning for Taranaki Maunga?			<i>relationship through endeavors such as the co-developed Partnership Charter between the Taranaki Emergency Management Office and Ngā Iwi o Taranaki. This charter will outline partnership principles, aspirations and focus areas for joint mahi that these two entities will undertake across the 4Rs.</i>
3	Section One Introduction	The draft plan could be strengthened by spelling out the process of who was involved in the development the plan.	For example: <i>During the risk assessment process we worked with x, y z. When considering the impact on built and natural environment we talked to [the flood monitoring team at regional council, lifeline y]. We received a small amount of feedback from</i>	6	Agree, by providing this information it will hopefully instil confidence that we have collaborated and involved the appropriate people in our Plan development.	Change recommended. Insert the following as a separate paragraph after the paragraph that begins with “The Group Plan is supported by a range of plans and procedures..”. <i>Collaboration with iwi, councils, advisory groups, key stakeholders, the community</i>

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
			<i>the public during public consultation.</i> This may also be useful if there are limited public submissions, it will give the public confidence that those who are experts or key stakeholders were involved with Plan development.			<i>and partners was undertaken during development of this Group Plan and is a critical aspect of our day-to-day business. Additionally, during the hazard risk assessment process we worked with appropriate knowledge experts, key stakeholders and partners and Ngā Iwi o Taranaki.</i>
4	Strategic Framework	The Strategic Framework and values are excellent, with a strong focus on people/communities and the important of good engagement and communication with them.	Encourage linking these values through to actions (see ID comment 18)	8-9	Agree.	Change recommended. These values will be interwoven throughout the document, in particular throughout the 4 Rs sections.
5	Taranaki CDEM Group Joint Committee	Good to see the representation of iwi at the Joint Committee level, it is not clear in	Expand on current operational arrangements with Ngā Iwi o	11	Agree. Although this is an area of work we are currently undertaking and it will take time and collaboration to agree on, and hence is yet to be confirmed. It	Change recommended. Include the following on page 47 beneath the current

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
		the Group Plan what the representation is or arrangements are at the operational level.	Taranaki, where possible (perhaps at page 46 of plan)		would be useful to include high level operational details in the Group Plan as it shows we are working hard in this area and it will provide a brief overview of some of this aspirational work.	Partnership Charter paragraph: <i>One of the main focus areas will be to agree working arrangements between Ngā Iwi o Taranaki and TEMO to coordinate readiness, response and recovery at the regional level. This includes joint working arrangements at the regional level within the Planning, Welfare, Intelligence and Public Information Management functions during a response.</i>
6	Responsibilities	The public information manager is not included in list of allocated leadership roles and key CDEM group appointments. The DGL includes the Group and local Public Information Managers in the list of	Suggest including Public Information Manager in list of allocated leadership roles Local Authority is responsible for.	16-17	It is unclear which DGL this comment refers to. NEMA, please state which DGL you refer to. The TEMO Group Office is not resourced to hold permanent appoints for Group or Local Public Information Managers. Like most CIMS positions, staff perform these	Recommended change. Suggest addition of new section under Statutory Appointments page 19 <i>Non-Statutory Leadership Appointments</i> <i>Function Manager appointments for EOCs and</i>

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
		roles that should be assigned (p76). Given the importance of this role, and the senior level media/comms skill set it requires, this role needs to be appropriately planned for and resourced.			roles in addition to appointed roles. Therefore, these roles are not represented in the structure. Considerations of resource allocation and prioritisation mean that these roles will not be supported as suggested.	<i>the ECC are made at the discretion of the statutorily appointed leaders (Controllers and Recovery Managers) to give effect to the Coordinated Incident Management System and recovery equivalent organising structure.</i> <i>These appointments are separate and additional to employee positions of councils, made on merit and may include external volunteers. Training and exercising to maintain competency and currency is included in our volunteer management and readiness activities.</i> <i>These positions include, but are not limited to:</i> • Response Manager • PIM Manager • Logistics Manager

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						• Operations Manager • Planning Manager • Intelligence Manager • Welfare Manager
7	Local Authority Responsibilities	Suggest amending following statement to align with the CDEM Act: • <i>Each local authority ensures that it maintains an appropriate number of trained and competent staff. These staff form a cadre of expertise for Emergency Coordination.</i> Similarly, under the readiness section, this should include 'suitably trained and competent function staff or suitably trained and competent	Section 17(b) of the CDEM Act uses the wording 'suitably trained and competent personnel.' Suggest using this language throughout the Group Plan when talking about training of council staff and volunteers.	16-18	Agree. However, I note that the wording in the current draft Group Plan on pages 15, 16 and part of 17 have been taken verbatim from the <i>Constituting Agreement for the Taranaki Civil Defence Emergency Management Group</i>. The wording within the constituting agreement may need adjusting once the Group Plan is adopted so that all documentation is in alignment.	Recommended change. On page 16, beneath Local Authority Responsibilities amend wording to: <i>Each local authority ensures that it maintains an appropriate number of suitably trained and competent personnel.</i> On page 55, amend wording to align with NEMA recommendation: <i>Operational Readiness</i> <i>Key Areas include 1. Staff</i> "Maintain an appropriate number of suitably trained and competent personnel (including volunteers) to ensure response and recovery

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
		local/regional Controllers.'				<i>operations are effective, ensuring staff participate."</i> Additionally, on page 11 recommend removal of the following sentence "<i>The Taranaki CDEM Group Constituting Agreement is incorporated into this Group Plan via reference under Section 51 of the CDEM Act 2002</i>". This way, the Constituting Agreement is only made reference to in the Group Plan rather than being part of the Group Plan and it having to be made publicly available. This will also make it an easier process to amend the agreement if we need to further down the track. This decision was made during further Teams conversations with NEMA as to how best to go about it.

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
8	Welfare Coordination Group	The Group Welfare Plan is a key mechanism to identify how the Group will work with other agencies. However, suggest it needs to be captured at a high level that CDEM Group will work with other agencies.	In the WCG description, reference roles and responsibilities of other key welfare services agencies in the system, notably WCG responsible agencies, and the responsibilities of CDEM to coordinate across these agencies and deliver on specific welfare needs. Add more specific reference to the Group Welfare Plan and the details that will/does cover. Note these responsibilities at a high-level in the readiness section, as well as the response section. Particularly adding information about how these agencies operate and coordinate at the local level.	17-19	The description of national WCG roles is considered a national responsibility within the National Plan or Welfare Plan, to detail the roles and responsibilities of other key welfare services agencies in the system. Agree that the Plan would benefit for a more thorough description of the coordinating mechanisms delivered through the WCG.	Change recommended. Suggest addition of the following to the beginning of the Welfare Coordination Group (WCG) on page 17: <i>The purpose of the WCG is to coordinate and support the delivery of welfare services by local authorities and agencies prior to, and during, an emergency. The WCG also provides advice on welfare related issues to the Taranaki CDEM Group Welfare Manager.</i> <i>Welfare services support individuals, families and whanau, and communities in being ready for, responding to and recovering from emergencies. Welfare services are managed and delivered at the local level and coordinated and supported at regional and</i>

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						<i>national levels. The objective of the welfare services function is to carry out activities across the 4Rs (reduction, readiness, response and recovery) to provide for the needs of people affected by an emergency and to minimise the consequences of the emergency for individuals, families and whanau and communities. Communities can be affected by emergencies in different ways and may need different types of welfare services.</i> <i>There are two welfare sub-functions described in the Coordinated Incident Management System (CIMS 3) which are Needs Assessment and Welfare coordination delivery. As further outlined in CIMS 3, welfare coordination delivery is further divided into 7</i>

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						clusters with each cluster having a lead responsible. These clusters are Inquiry, Care and Protection services for children and young people, Psychosocial Support, Household Goods and Services, Financial Assistance, Shelter and Accommodation, and Animal Welfare. Government agencies with responsibility for coordinating each of the sub-functions and clusters, as well as agencies that support the sub-functions and clusters are key WCG members and include the agencies with welfare service responsibilities as detailed in the National Plan. CDEM coordinate across these agencies and deliver on specific welfare needs. During an emergency the WCG will meet as often as required

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						<i>according to the scale and impacts of the emergency.</i> Additionally, add on page 19 under the Group Welfare Manager a bullet point that states the following: <i>The Group Welfare Manager is responsible for leading the development of the Taranaki CDEM Group Welfare Plan.</i> <i>The purpose of the Taranaki CDEM Group Welfare Plan is to provide a strategic framework for welfare coordination and delivery in the Taranaki CDEM Group Area, under the operative Taranaki CDEM Group Plan. It confirms the statutory and operational roles and responsibilities of CDEM welfare agencies, through risk reduction, readiness, response and recovery (4 Rs).</i>

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
9	Recovery Manager Powers	Reference to section 94 of the Act should be amended. The paragraph is referring to Part 5A of the Act.	Amend reference to say Part 5A.	19	Agree	Change as recommended by NEMA. Amend reference to say <i>Part</i> 5A. After further consultation, NEMA have redacted this recommendation as this was incorrect. Final recommended change. Insert the following into the final Recovery Managers paragraph on page 19 (i.e. directly before Group Welfare Manager section): <i>Section 94H to 94N CDEM Act 2002.</i>
10	Controller General Powers	Page 19 states that the Group Controller is delegated the power of entry under s 78 and authority to receive information under s 81. The CDEM Act already	Delete references to delegation of CDEM Act sections 78 and 81.	19	The CDEM Act provides no mechanism to give effect to s 18 General Powers and therefore the Taranaki CDEM Group Joint Committee has defined this use via Group Controller.	Change recommended. Delete references to delegation of CDEM Act sections 78 and 81 – points 3 and 4 only on page 19.

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		provides Group Controllers with this power and authority, so it can't be "delegated" to them again.			Agree with comments to remove section 78 and 81 references.	
11	Recovery Funding	Some of the central government funding mechanisms listed on page 20 are not permanent and are subject to change depending on the nature of the emergency.	The plan should reference permanent funding mechanisms rather than naming agencies.	20	Disagree. The draft Group Plan identifies funding mechanisms that have enabled recoveries in the past, including non-permanent sources. Recommend add words to reflect all funding mechanisms are subject to change depending on the nature of the emergency and Central Government decisions on availability.	Change recommended. <i>Central Government funding mechanisms may be made available, subject to the nature of the emergency and Central Government decisions on availability. Agencies that have provided recovery funding mechanisms from previous events include:</i> • Ministry of Business Innovation and Employment • Ministry for Primary Industries support to primary industries, • Ministry of Social Development • Te Puni Kokiri

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						• Ministry of Education • Department of Internal Affairs • Natural Hazards Commission • Ministry for the Environment • Ministry of Health and Health New Zealand • NZ Transport Agency
12	Economic CDEM Considerations	Economic CDEM considerations – if transport routes are compromised (roads, rail and port) this will have an impact on agricultural exports and economic impacts for New Zealand.	An optional addition to make to plan. Not an essential change.	34	Agree.	Acknowledged, however no change recommended
13	Hazards and Risks in Taranaki	The draft plan doesn't appear to provide an evaluation of current and potential decisions/actions	The plan should state which risks are being prioritised by the Group, what existing plans, practices, and processes exist to manage these risks across the Group's members	38-44	Agree.	Change recommended. Please refer to the content below this table which outlines the TEMO recommended changes.

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
		relating to the CDEM Group's prioritised risks (refer section 3.3 / Appendix E of DGL 09/18 and section 2.5 of DGL 23/22).	and partner agencies, and what the gaps are. This evaluation should inform the measures in the rest of the plan. This hazard risk summary from Taranaki Regional council is informative and useful way to set out hazards in the region. If there is a recent version of this document it could be included in the plan, or a similar format used when describing priority hazards and risks in this Group Plan.			
14	Hazards and Risks in Taranaki	The draft plan doesn't state further measures that will be taken to manage the Group's hazards and risks. The Plan could be strengthened by setting out that over the life of the plan all Territorial Authorities will be considering risks and	This could be addressed by specifying actions against particular objectives or noting existing work/plans/strategies.	38-44	Acknowledge NEMAs item and agree. Addition of extensive information regarding priority hazards and risks, how we are currently managing these as a region and any further work that we plan to do in the future is attached to this document. An identified climate change priority is already included within the reduction section on page 52 (i.e. the last identified	Change recommended. Please refer to the content below this table which outlines the TEMO recommended changes.

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
		vulnerability to climate change – for example are the policies across council doing enough to manage this risk?			priority). The councils are currently working on climate adaptation planning, we have a Taranaki Climate Change Working Group (which includes a TEMO rep), a Climate Change Working Group within NPDC (which TEMO is part of also) and we have a Climate Change Coordinator employed at the regional council as well as staff within the Ta's working in the Climate Change space. See TEMO response to item 13 re Priority Risks, which will include climate change risk and vulnerability priorities.	
15	Meeting Communities Needs	Meeting communities' needs or encouraging communities to meet their own needs is acknowledged as an objective and is well-described in recovery.	Recommend meeting needs becomes a similarly strong focus in the readiness and response sections.	46-75	Agree.	Recommend change. Add in new content for how communities can service their own needs and how we can support them to do so within Identified Priority (page 55) within the Readiness Section. Please refer to Item 20 below.

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						Also add the following content in bold onto the end of the first Identified Priority within the Response Section page 57: <i>The safety and wellbeing of Taranaki communities is at the heart of response operations. Communities are enabled to support themselves during an emergency and are connected into wider coordinated responses, when and where necessary to ensure response efforts support their needs.</i>
16	4 R's	Consider how you weave the recovery lens throughout the objectives across the 4 Rs, paying particular attention to two-way participatory approaches and early engagement with	This could be articulated at page 54 with potential/expectations for Community Risk Assessment including next steps and link to community resilience activities. Particularly a two-way participation approach.	46-75	Acknowledge item. This is more an operational matter for how work is undertaken within communities. This will be detailed more thoroughly in the draft Community Resilience Plan and Recovery Plan.	Recommend add a sentence to the Community Readiness p54 paragraph: <i>"... community input into hazard risk management. Participatory approaches and early engagement with disproportionately impacted</i>

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		disproportionately impacted communities to enable better recovery outcomes.				<i>communities are a clear feature of this approach."</i>
17	Reducing The Risk to Our Communities	The draft plan should describe the specific new policies, methods, or tools that will be used to deliver the desired risk reduction outcomes. It should also state risk reduction expectations for the Group's members and partners.	This could be addressed in suggested structure below (comment ID 18), or additional context added to readiness and response sections.	50-52; 54-55	Agree. Addressed under item 13.	Recommend change. New section "Priority Risks". Please refer to the attached document.
18	Across the 4R's Section	Across the 4Rs section, the draft plan does not clearly identify the specific proposed actions that will be undertaken over the next five years to deliver on the strategic objectives and meet	For each of the 4 Rs, we suggest using the "issue, objective, proposed actions" structure outlined in DGL 09/18. This would provide a clear line of sight between hazard risk management gaps and how the CDEM Group intends to address them. Each	55-75	The Group Plan originally had this level of detail within it. However, due to the Group Plan being a strategic document, and the key actions being operational this content was removed and put into the Annual Plan – all activities within the Annual Plan relate to one or more Group Plan Objective and one or more	No change recommended. After several in-depth discussions with NEMA, it was agreed that this level of operational detail would be included in the CDEM Group Annual Plan and would be made publicly available.

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change								
		their stated what success looks like by 2030 criteria (as the DGL requires). The plan should describe how the CDEM Group, its members, and partners intend to action each of the objectives. There are some tangible, valuable and relevant insight and planning activities that are referenced in different parts of the document (e.g. individual council responsibilities); however, they could have more focus and impact.	action should have an owner (or owners). An example of this could be: <table><tr><td>Strategic Objectives</td><td>Where we are now</td><td>What success looks like by 2030</td><td>How are we going to get there?</td></tr><tr><td></td><td></td><td></td><td></td></tr></table>	Strategic Objectives	Where we are now	What success looks like by 2030	How are we going to get there?						Identified Priority and this is clearly outlined within the Annual Plan. It was also regarded a risk to include this level of detail within the 5-year Group Plan as it would not allow for flexibility in operational actions if evolving legislation, changes in funding or a major event occurred, and we needed to pivot our efforts and priorities.	
Strategic Objectives	Where we are now	What success looks like by 2030	How are we going to get there?											

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19	Across the 4R's Section	The draft plan is light on both public education and PIM. Taranaki CDEM Group Office are doing good work in the public education space. Given the critical life safety role of PIM in response, and the lessons learned from when happens when PIM isn't well planned for or delivered (e.g. findings of the 2023 Auckland Flood Response Review), the plan should provide more details about current PIM arrangements and specific actions to maintain/uplift PIM over the next five years.	It would be good to see this acknowledged in the plan and some detail provided on the actions the Group will undertake to maintain and build on public education and public information management over the next five years. We suggest the plan should also describe the public information role played by elected officials during an emergency.	55-75	Acknowledge item. Addressed under new proposed content for item 6: Non-Statutory Leadership Appointments. This will include PIM. Will also be addressed under Readiness "Key Actions for Success", which will include "development of pre-identified public messaging and hazard message banks, developed in readiness".	Change recommended. Within "Local Alerts and Warnings", add the following: <i>The Taranaki CDEM Group recognise the importance of Public Information Management, the critical role it plays and emphasise the significance this function has in communicating and providing life safety messaging to our communities and people during a response.</i> Additionally add the following within "Emergency Mobile Alert": <i>Taranaki Emergency Management Office is an authorised agency to send out these alerts for local and regional events.</i> Additionally add the following in the Readiness section:

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						“Where are we now” <i>We are building capacity within local councils for specific hazard and risk public education. Currently regional engagement is strong across the Taranaki emergency management online channels.</i> “What success looks like by 2030” <i>A public education programme on hazards and risks that is planned, coordinated and given priority to by the Taranaki CDEM Group will be implemented over the duration of this Group Plan.</i>
20	Across the 4R's Section	Great to see the importance of culture as part of resilience acknowledged in recovery section and	To strengthen even further, suggest reviewing readiness and response sections to similarly elevate focus on this (e.g. value in relationships in readiness with communities of interest including	55-75	Acknowledge item. However, how can you clarify informal processes? By nature, they are impromptu and ad hoc making them informal processes, developed in the heat of the moment.	Recommend Change: Within Readiness section “What success looks like by 2030” (p 55), recommend separating the first identified priority out into specific bullet

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		partnership with Nga iwi o Taranaki. Good to see community represented in diagram on page 60.	ethnic communities and faith-based communities; opportunity for 'network of networks' approach in response). The Plan could clarify how the informal response network works with and alongside the 'formal' response mechanisms and structures. Or clarify how the CDEM structure enables the community response.		Work is in progress over the 5-year Group Plan via the Community Resilience Plan which outlines community engagement approaches and priorities i.e. communities of interest (non-geographic communities, for example, Children and Youth, Aging Population, Faith Based communities, culturally and linguistically diverse communities (CALD)) and communities of place (geographic communities, for example those communities identified within the community risk assessment as being the most exposed/vulnerable). Incorporating community participatory approaches in Readiness is a priority as this enables and supports and leads to participation during Response.	points as at present, all community readiness activities are summarised into one large paragraph which does not highlight how important each individual component is. Suggest separating out as per below (bold text is new content): <i>The CDEM Group delivers aligned, coordinated and targeted community engagement that enhances hazard and risk awareness, supports decision-making and empowers communities to prepare for, respond to, and recover from emergencies. Communities are actively involved in the identification and analysis of the risk mitigations to the hazards they are facing. Engagement is undertaken to promote joint ownership of community risks</i>

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						and recovery by stakeholders and empower communities to drive options that are provided to support them. “A wide-reaching public education programme on hazards and risks that is planned, coordinated and given priority to by the Taranaki CDEM Group will be implemented over the duration of this Group Plan. This programme aims to build awareness and understanding of the hazards, risks and potential impacts from hazards and how communities can prepare themselves”. Communities have been empowered and enabled to self-respond and support each-other during an emergency.

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						<i>A review of the regions Community Emergency Centres has been undertaken to ensure they are fit for purpose and maintained.</i> Community Emergency Centre (CECs) resources, including templates and documentation to facilitate CECs will be developed. Information regarding CECs will be provided on the Taranaki Emergency Management website and a CEC awareness campaign will be undertaken to ensure public awareness. <i>Community and business preparedness is enhanced through prioritisation of Community Resilience and Business Continuity Planning.</i> Also recommend adding the following into the Response Section next to the Community

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						Emergency Centres information on page 60: <i>In addition to Community Emergency Centres, Taranaki CDEM recognises the important role that marae play in the community across the 4 Rs. The manaakitanga from marae significantly contributes to welfare efforts, minimising ongoing risk to community that continues through into recovery. In partnership with NIOT, Taranaki CDEM are working towards enabling marae to deliver a tikanga-based response to their communities, as part of the wider CDEM response and supported by the system. The support will be consistent around our maunga to meet requirements and will enable</i>

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						<i>marae to self-determine how they may deliver information and manaaki to those who need it.</i>
21	Where are We Now	The December Draft of Group Plan under “where we are now”: “A public education programme on hazards and risks that is planned, coordinated and given priority to by the Taranaki CDEM Group will be implemented over the duration of this Group Plan.” This appears to be absent from the public consultation version.	Add this back in. <i>Include: A public education programme on hazards and risks that is planned, coordinated and given priority to by the Taranaki CDEM Group will be implemented over the duration of this Group Plan. And/or other public education actions in a list of proposed actions to deliver on the strategic objectives for readiness.</i>	54	Agree. It was decided that some of the original content was better suited to an operational plan ie the Annual Plan. However, our Comms Advisor is already delivering on this. We have a comm FTE resource, and are continuously doing social media, radio and web content. Easy to evidence this education programme. What is needed is detailing this in a forward work plan.	Change recommended. The Readiness Identified Priorities first paragraph will be sectioned into different points so that the community focussed work is separated out. The current draft already includes a sentence regarding “wide-reaching public education that builds awareness and understanding of the hazards, risks and potential impacts from hazards and how communities can prepare themselves”. The recommended change is to separate out this point and amend as per below:

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						<i>Readiness “Identified Priorities”.</i> <i>“A wide-reaching public education programme on hazards and risks that is planned, coordinated and given priority to by the Taranaki CDEM Group will be implemented over the duration of this Group Plan. This programme aims to build awareness and understanding of the hazards, risks and potential impacts from hazards and how communities can prepare themselves”.</i>
22	Organisational Readiness	The December Draft of the Group Plan had: “The Public Information Management (PIM) function is staffed at regional and local levels and are trained together with the Group Office	Add this to the plan, and if this is an identified gap/issue, there should be a proposed action included to address it.	55	Acknowledge this feedback. However, although PIM is a critical function, it is not the only critical function – this is why the original point was removed. We endeavour to train and exercise across all functions. A training and exercising schedule has been developed and is being run annually by group office and TA	No change recommended.

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		facilitating training and exercising.”			EMO staff across all functions i.e. it applies to all functions and not just PIM specifically. These sessions are often held up at the TEMO office and include council function specific staff as well as volunteers. Objective 5 speaks to this, as well as the first Organisational Readiness Key Area and the third Identified Priority.	
23	Across the 4R's Section	The draft plan largely talks about TEMO's activities. It provides little information about what further measures Taranaki's councils will take across the 4 Rs.	This could be addressed in the suggested structure above, or additional context added to each of the 4Rs. The plan should assign relevant actions to the members of the CDEM Group. There should be a clear line of sight between these measures and how councils will implement them, particularly in risk reduction, readiness and recovery (e.g. through long term plans, RMA plans, and infrastructure strategies).	55-75	Acknowledge this feedback.	Change recommended. Please refer to the content below which relates to priority hazards and how all four councils collectively work to manage risk in our region and what further mahi they will be undertaking in this space over the duration of this Group Plan. Additionally, refer the submitter to page 24 of the current draft Group Plan which summarises the Strategic

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						Framework and Delivery Mechanisms of the Group Plan across all four councils as well as the Group Office.
24	Role of Mayors	The draft plan is silent on the role of mayors (and other elected officials) during response, particularly in respect of the expectation that Mayors will be spokespeople during response, and how that is coordinated (including when multiple districts are impacted). The findings of the 2023 Auckland Flood Response Review highlight the issues when there aren't clear arrangements in place.	Include description of Mayors' (and other elected officials') role during response and how that will be coordinated.	56-65	Agree that inclusion of this content is valuable. Content will reflect CIMS 3 Governance role (S3.3 Governance). The definition of governance roles will be a principle-based approach and reflect the arrangements for declaration of emergency and notice of transition period. We will also outline the expectation of establishing strategic communications support for response leadership and governance. I.e. single district, Mayor as spokesperson. Multi-district or regional scale, Taranaki Regional Council Chair.	Change recommended. Page 59, before the Response Levels and Relationships section insert the following: Title – <i>Governance Roles in Response</i> <i>Every response has executive oversight, known as Governance. Governance arrangements can be complex and dynamic. Formal structures may be less important than relationships between individuals and organisations. Influencers outside of Governance may play key roles, which may or may not be explicit.</i>

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						<i>Governance does not manage a response. That responsibility falls to the Controller who must have the formal delegation and/or endorsement for the role in accordance with statutory provisions or internal arrangements.</i> <i>Governance input may be provided at any response level but must always connect with the highest activated response level.</i> <i>Governance roles during response will be a principle-based approach and reflect the arrangements for declaring a state emergency and notice of a local transition period, as outlined on pages 63 and 71.</i> <i>Governance can also act as spokesperson during a response. The following role</i>

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						<i>hierarchy will be used for spokesperson during response:</i> <i>1. Single District: Mayor.</i> <i>2. Regional or Multiple Districts: Taranaki Regional Council Chair.</i> <i>Strategic communications to support response leadership and governance will be established during response.</i>
25	Warning and Monitoring Agencies	Table 4 is great. It clearly sets out the agency responsible for alerts and warnings for each hazard. The Group Plan should also describe CDEM Group's relationships with national or regional agencies. For example, if there are roles	If there are specific arrangements in place, for example Maritime NZ responding to an oil spill in the region, that differ from national arrangements? There's an opportunity to identify councils' or other regional agencies' responsible for managing consequences that aren't addressed in the National CDEM Plan, such as waste and	56-65	We are not privy to national arrangements during an oil spill.	Acknowledge item, however no change recommended.

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		Taranaki CDEM Group is expecting a national agency to do that aren't covered in national plan.	debris management post-emergency. For example, NEMA recognises Taranaki CDEM Group's efforts to date in planning for ash management – can this be acknowledged in the plan?			
26		The current Group Plan (2018-2023) outlines how findings from reviews are communicated, but this has not been included in the new draft Plan.	Consider including the statement under the Exit strategy (from recovery): <i>Communicating relevant findings to key stakeholders and the public, following debriefing, is an effective way to raise awareness of the role of CDEM in an emergency. A copy of the findings will be communicated to all relevant agencies involved in the event, and the CEG will oversee the implementation of corrective actions. Projects developed from lessons will be incorporated into the five-year work plan, for enhancement of future responses.</i>	59	The feedback is unclear in that it confuses recovery exit strategy with post event review processes. Agree that both elements could be strengthened.	Change recommended. Include the following content at the end of page 75 after Programme Management and Delivery: Title - <i>Exit Strategy</i> <i>If a formal recovery structure is implemented, an exit strategy will be produced to manage the handover of remaining recovery activities to the relevant agencies in a planned and systematic way. The strategy will outline the handover responsibilities of the Recovery Manager(s), the Recovery Office, the task</i>

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						<i>groups and public information management and any other support teams. Withdrawal of formal recovery arrangements from the impacted community will be planned and staged and the responsibility of outstanding tasks and actions will be assigned and acknowledged.</i> Also, replace the last bullet point (multi-agency debriefs) within the current External Monitoring and Evaluation section (page 77) with the following bullet point (a slight adjustment and expansion of wording): <i>Post Event Debrief and Corrective Action Planning - There will be a multi-agency debrief at the conclusion of any significant event or exercise. This debrief allows those participating in or</i>

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						<i>liaising with the EOC/ECC to evaluate the response and recovery and provide opportunities for improvement which can be incorporated into future planning. There may be several debriefing stages – a hot debrief immediately after the event or exercise, and a more detailed debrief a few days or weeks after – depending on the size of the event.</i> <i>Communicating relevant findings to key stakeholders and the public, following debriefing, is an effective way to raise awareness of the role of CDEM in an emergency.</i>
27	Response Activities	The Group Plan could align more closely with the National Disaster Resilience Strategy by adopting the definition	<i>Response activities noted as needing to – care of sick injured and dependent people...animal welfare. This is a narrow definition of disproportionately impacted</i>	56-68	The current wording was taken directly from the Response Objectives within the National Civil Defence Emergency Management Plan Order 2015. I	Acknowledge the item, however no change recommended.

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		of disproportionately impacted people.	people. Suggest reviewing definition in the NDRS and tailoring these two definitions as required.		specifically refer the reviewer to Part 8 of the national plan.	
28	Response Activities	The draft plan refers to CIMS response levels, but it's unclear how they are applied in practice in Taranaki.	These key thresholds and arrangements should be explicit in the Group Plan, not just lower-level operational plans. For example, would the Group Controller or a Local Controller lead the response to a single-district emergency? What role does the CDEM Group play during an undeclared emergency? At what point does the CDEM Group step in and take charge? What role are mayors and council chief executives required to play? What are the lines of accountability between Controllers, the CDEM Group, and council leadership?	59-61	CIMS provides a flexible and modular framework to use in an event. We are unclear why this feedback suggest we prescribe how CIMS will be applied when it depends on the nature and context of the event. As CIMS states the group or CDEM will step in when partners or agencies become overwhelmed. The CDEM Group has defined a principled based approach that is consist with the scalability and modularity of CIMS within a Response Management Plan (concept of operations). We propose to add this statement from Response Management Plan (p.10) and Table 2.	Change recommended. On page 59 include the following content within the Response Levels and Relationships section, beneath the second paragraph: <i>The Taranaki CDEM Group takes a principles-based approach, that will assess the appropriate activation roles based on scale, complexity, impacts and response capability of organisations, in accordance with CIMS doctrine. CIMS provides a flexible and modular framework to use in an event.</i>

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						Activation of the ECC and EOCs is determined by the potential impact of the event. Table X lists the Modes of Activation (Monitor, Engage, Assist and Direct)¹. Table X. Activation Mode <table><tr><th>Mode</th><th>Rules</th><th>ECC</th></tr><tr><td>Monitor – Business as Usual (Peace-time)</td><td>Monitor and assess threats and incidents that may lead to a local emergency</td><td>TEMO Emergency Management Duty Officer on 24/7 standby and active monitoring</td></tr><tr><td>Engage – Precautionary Activation</td><td>In addition to monitoring activities, collect, analyse, and disseminate information on emergencies; report to or advise Government; provide public information service</td><td>Emergency Management Duty Officer on 24/7 active monitoring Need for coordination considered</td></tr><tr><td>Assist – Activation</td><td>In addition to engagement activities, process or co-ordinate requests for support from regional and local organisations, including assistance from overseas, and international forces; report to or advise Government</td><td>ECC is activated to co-ordinate the response Declaration of emergency or Notice of Transition period possible</td></tr><tr><td>Direct – Regionally or Nationally significant event</td><td>In addition to assisting activities, control and direct the overall response</td><td>ECC is activated to co-ordinate the response Declaration of emergency or Notice of Transition period likely</td></tr></table>	Mode	Rules	ECC	Monitor – Business as Usual (Peace-time)	Monitor and assess threats and incidents that may lead to a local emergency	TEMO Emergency Management Duty Officer on 24/7 standby and active monitoring	Engage – Precautionary Activation	In addition to monitoring activities, collect, analyse, and disseminate information on emergencies; report to or advise Government; provide public information service	Emergency Management Duty Officer on 24/7 active monitoring Need for coordination considered	Assist – Activation	In addition to engagement activities, process or co-ordinate requests for support from regional and local organisations, including assistance from overseas, and international forces; report to or advise Government	ECC is activated to co-ordinate the response Declaration of emergency or Notice of Transition period possible	Direct – Regionally or Nationally significant event	In addition to assisting activities, control and direct the overall response	ECC is activated to co-ordinate the response Declaration of emergency or Notice of Transition period likely
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29	Response Activities	The draft plan notes the existence of the community-level response but doesn’t	The plan should describe how the Taranaki CDEM Group (and/or its members) will receive and manage offers of resources,	60	Happy to mention that we have built strong relationships with the named partner agencies.	Change recommended. On page 65, include the following as a first paragraph															

¹ Based on NCC Modes, Appendix 2, Guide to the National CDEM Plan 2015

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
		explain how it interfaces with the Taranaki CDEM Group.	information, and other help from the community, and any measures the Group will take during an emergency to enable/empower the community-level response. This could include being clear about what councils will and won't pay for. In addition, the strong relationships Taranaki CDEM Group has with LANDSAR, Surf Lifesaving and Red Cross could be included in the Plan.		Offers of assistance is a logistics matter and considered too operational for the strategic group plan. Likewise, the coordination of liaisons and support agencies in an operations matter, and too operational. Paying for items we have seen varies in past responses. How prescriptive should we be and when each circumstance changes and is at the discretion of councils and the Group?	within the Working Together to Respond to an Emergency: <i>The Taranaki CDEM Group has built strong relationships with partner agencies, volunteer groups and stakeholders (such as LANDSAR, Surf Lifesaving and Red Cross) as well as iwi and communities to enable effective, coordinated and connected responses.</i>
30	Incident Level Response	The comment that "most emergencies are at the incident level" should be amended. Under the CDEM Act, a situation that can be dealt with by first responders is not an emergency.	This section of the plan should focus on the response to emergencies (including how the transition from a lower-level "incident" response to an emergency response works in the Taranaki CDEM Group area). Refer also to comment 28.	60	There are agreed thresholds and processes for escalating from an incident level to local coordinated response under the CDEM Act. However we agree to clarify this wording.	Change recommended. Amend the word " <i>emergencies</i> " at the top of page 60 so that it says " <i>situations</i> ". Also add a " <i>Situation</i> " definition into the Glossary as per below: <i>Situation: in the context of an incident level, a situation is an</i>

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						<i>event that can be dealt with by emergency services.</i>
31	Diagram P60	The diagram refers to the National Security System. This is now called the "ODESC system."	Replace the National Security System with "ODESC system" - The Officials Committee for Domestic and External Security Coordination.	60	Agree.	Change recommended. Replace National Security System in Figure 6 (page 60) with <i>The Officials Committee for Domestic and External Security Coordination (ODESC)</i> .
32	Declaration	Clarify in main text who is authorised to declare first: is this the regional council representative, or the Chair of the Joint Committee? It was not clear on first reading of the plan.	Clarify in the Plan.	63	The current draft content is exactly the same as the old Group Plan. However, acknowledge that the numbered bullet points are missing. To differentiate the hierarchy better we recommend inserting a numbered bullet point order within the "Single District" section as is within the "Regional or Multiple Districts" section.	Change recommended. Single District <i>In Taranaki, any CDEM Group representative pursuant to Section 25 CDEM Act 200228 may declare a state of local emergency for any part of the region. However, in identifying the need to declare a state of local emergency, the Controller shall contact the first available CDEM Group</i>

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						<i>representative in the following order:</i> <i>1. The CDEM Group representative (i.e. the Mayor) for the area affected; or</i> <i>2. The Chairperson of the CDEM Group; or</i> <i>3. Any other available member of the CDEM Group (i.e. any one Mayor of any Territorial Authority in Taranaki, or the Chairperson of the Taranaki Regional Council).</i>
33	Evacuations	The draft Plan mentions authority for evacuation. We aren't sure why these powers were called out specifically – there are lots of powers the Controller, FENZ or	Consider removing or providing further context for its inclusion.	64	This content was inserted to provide the public specifically with information regarding evacuations. It was in the previous Group Plan and was decided to be brought through into the new Group Plan because it is informative, and relevant as it relates directly to our	Change recommended. Remove this content from the Group Plan.

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
		NZ Police would use before and during an emergency.			communities. However, it is acknowledged that it is not critical to be included.	
34	State of National Emergency	Information on the local declaration process is sitting under the “state of national emergency” heading.	Move information to previous page.	64	Agree.	Change recommended. “ <i>State of National Emergency</i> ” and the first paragraph below needs to sit on the previous page beneath “ <i>Declarations by the Minister for Emergency Management and Recovery</i> ”. Page 64 should begin with the addition of a “ <i>Declaration Process</i> ” title which is then followed by “ <i>The statutory requirements of declaring, extending or terminating a ...</i> ”
35	Together Respond to an Emergency	The section talking to supporting other CDEM Groups could be more explicit about any MOU in place with Manawatū-Whanganui CDEM Group and note the	If an MoU is in place with Manawatū-Whanganui, consider adding this – to paint a picture that CDEM Groups work together in readiness. Correct the spelling of Whanganui.	65	We have an MoU with Waikato not Horizons.	Recommended change. To acknowledge that the MoU between the Taranaki CDEM Group and the Waikato CDEM Group is now signed and no longer in draft.

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
		reason for collaborating is joint hazard scape.				Amend spelling of Wanganui to <i>Whanganui</i> on page 65. After further discussion with NEMA it is recommended that the content regarding an MOU with Waikato (last paragraph on page 65) is removed. The following paragraph should replace this but should sit directly below the heading of “<i>Working with our neighbours</i>”: <i>The Taranaki CDEM Group acknowledges that supporting neighbouring Civil Defence Emergency Management (CDEM) Groups before and during an emergency is crucial in New Zealand due to the interconnected nature of communities and the potential for emergencies to impact multiple regions simultaneously. Pre-emergency collaboration can</i>

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
						<i>enhance regional preparedness by sharing resources and expertise, while mutual support during and after an event can improve response and recovery effectiveness and reduce overall impact.</i>
36	Recovery	Was the DGL 20/17 Strategic Planning for Recovery Director's Guideline for Civil Defence Emergency Management Groups followed when developing this Group Plan? Suggestions in next column for how the Recovery section could be strengthened.	Including the following points in the Recovery section of the Group Plan would ensure alignment with the Strategic Planning for Recovery DGL: - State objectives relating to the maintenance and enhancement of recovery across the CDEM Group including planning, training and education. - A description of methods and resources required to help in the recovery objectives.	66-75	These are operational level recovery items. The high level is already built within the Group Plan. First bullet point is addressed in capability objectives for readiness and organisational readiness. We are unsure what reporting requirements for Recovery Manager are being referred to, so we assume this is in relations to reporting use of powers in a transition period. Is so these obligations are covered in the CDEM Act. A clear statement of the expectations the CDEM Group has of its individual members and partners in respect of	Change recommended. On page 67 insert the following beneath <i>Identified Priorities</i> <i>A major review of the Taranaki CDEM Group Recovery Plan will be undertaken over the duration of this Group Plan.</i> Also, addition of Exit Strategy content as per Item 26.

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
			- Clearly stated reporting requirements of Recovery Manager. - An outline of the recovery exit strategy. A clear statement of the expectations the CDEM Group has of its individual members and partners in respect of recovery activities.		recovery activities is contained in recovery objective 3. Specific operational recovery matters, such as these, will be included within the review of the Group Recovery Plan.	
37	Recovery	Great to see strong “what success looks like” statement regarding funding.		67		No change recommended.
38	Recovery Classification	Figure 7 has been modified from a consultation document from NEMA, it has not been finalised.	Remove figure – as not a final document.	69	Acknowledge it’s not national policy. The diagram is deemed useful and has been amended to reflect the relevance for how Taranaki CDEM will structure recovery at the regional level and our expectations of when national level significance and support will take effect. It’s a useful way to highlight the range and complexity of recoveries, and the	Acknowledge item. However, no change recommended.

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
					range of coordination approaches and interventions.	
39	Recovery	The draft Plan could be strengthened by adding further detail to the recovery section.	For example, page 71 states the Taranaki CDEM structure changes depending on the phases of recovery and scale/severity of the emergency. How does the structure change? What are the different models, and how would the Group decide on one over the other (e.g. based on what thresholds, principles, considerations)? For example, what would be included when developing model. Page 75 shows an example regional recovery structure - when and how would territorial authority-level recovery structures work with these structures at the operational delivery level? This	71	These are operational level recovery items. The high level is already built within the Group Plan. A single example of how a recovery structure could work is provided for the benefit of stakeholders and public. We will not provide all variations of structure options as there is too much complexity here to cover. More detail and guidance on structural options are being worked on through the national recovery project teams and will be addressed in a revision of the Taranaki CDEM Recovery Plan.	Change recommended. On page 67 insert the following beneath <i>Identified Priorities</i> <i>A major review of the Taranaki CDEM Group Recovery Plan will be undertaken over the duration of this Group Plan.</i>

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
			would be good to have arranged ahead of time. Adding these details would strengthen section 49(2)(ca) elements of the Plan.			
40	Local Transition Period	Local Transition Period – the first paragraph could read as if the Controller/Recovery Manager gives notice of the transition period.	Reword to say: The Controller and Recovery Manager will advise a person authorised by the CDEM Group to give notice of a transition period for the affected districts or for the entire CEM Group area. The authorised person in order of hierarchy is: Chair of the joint committee JC Group representative (i.e the mayor) for one of the affected areas. Suggest specifying whether “Controller and Recovery Manager” just means the Group	71	Disagree. Wording is clear.	No change recommended.

ID Number	Paragraph heading/ topic	NEMA Comment	NEMA Suggested Change	Page Number	TEMO Comment	TEMO Suggested Change
			Controller and Recovery Manager, or Local Controllers/Recovery Managers too.			
41	Appendix A – Glossary	Expand the definition of lifeline utilities.	The Group Plan should list the lifeline utilities in the Taranaki CDEM Group area (i.e clear who they are so the reader knows what relationship the Taranaki CDEM Group has with them).	80	Acknowledge item. We question the timing of this suggestion as updates will potentially be required in a years' time if there are changes through the EM Bill. Listing membership could become out of date and is not recommended.	No change recommended.
42	Appendix A – Glossary	Minor edits to definitions on page 80.	Suggest adding NEMA to the list of definitions: National Emergency Management Agency. MBIE should be amended to Ministry of Business Innovation and Employment.	80	Agree.	Change recommended. Amend to include the following: NEMA: means the National Emergency Management Agency. MBIE: means the Ministry of Business Innovation and Employment.

Risk and impact in Taranaki

(insert this paragraph into page 42 instead of paragraph 6)

The Taranaki CDEM Group has a key role in supporting the safety and wellbeing of our communities. CDEM Group planning is the means by which CDEM Group partners identify the specific challenges, arrangements, work programmes and priorities for each CDEM Group to support their communities.

To supplement the regional risk assessment, the TEMO has conducted hazard specific risk assessments on defined hazard exposure zones (i.e. flood zones). Hazard Risk Summaries have been prepared on hazard zones including dam failure, long-term electricity failure, flooding, sea State (short-term erosion), slope instability (roading isolation), and tsunami, where these are available. Volcanic, cyclone/severe weather and earthquake hazard risk summaries are planned to be completed over the life of this Group Plan (refer to priority hazards section). Hazard Risk assessment processes provide a more granular consideration of community exposure, impact and vulnerability assessment, and have informed the development of this Group Plan and operational plans and processes.

The hazard risk summaries inform comprehensive community risk assessments, that identify communities with the high priority for resilience work planning. From these community engagement is tailored to, and prioritised, within these areas to bring about awareness and build resilience. This work is aimed to be published and made publicly available.

Priority Hazards and Risks

(insert into page 43 after Climate Change Projections and Impacts for Taranaki Section)

Aotearoa New Zealand uncomfortably sits second on Lloyds of London's list of most exposed countries to natural hazards. It estimates the average cost of natural disasters to New Zealand's economy is 0.7% of gross domestic product (GDP) per year².

The Taranaki Hazard Risk Assessment and risk rating process is outlined on page 36. Some of the hazards listed within the Taranaki Region Hazardscape and within Table 3, are managed by government entities or organisations other than CDEM. The Taranaki CDEM Group are mandated through legislation or expertise to manage an emergency arising from geological, meteorological and infrastructure failure hazards³. Understanding and analysing risks is a crucial process that enables prioritisation of hazards⁴. The hazards with the highest risk rating, and managed by the Taranaki CDEM Group, or where there is an identified need for prioritisation, will receive more resources and management from the CDEM Group over the duration of this Group Plan.

1.1 Prioritised Hazards

It is important for the Taranaki CDEM Group to direct resources to the management of hazards with the highest risk rating. This does not mean that other hazards are not important, but that for the time being, their management is less of a priority. This section discusses in more detail the priority hazards and the risk implications for these in Taranaki. Prioritised hazards in Taranaki are:

- Volcanic
- Severe Weather/Cyclone

² Lloyds, A world at risk: Closing the insurance gap, 2018. <https://www.lloyds.com/worldatrisk>

³ National Civil Defence Emergency Management Plan Order 2015

⁴ CDEM Group Planning. Directors Guidelines for Civil Defence Emergency Management Groups [DGL 09/18].

- Flooding
- Earthquake
- Tsunami
- Space Weather
- Climate Change (as an exacerbator to many hazards)

Although this section of the Group Plan focuses on prioritised hazards, it does not preclude the emergence of new or other hazards that may become more prevalent and pose a risk for Taranaki communities. It is particularly important that opportunity is taken to identify, analyse and address new or emerging risks in a timely manner.

1.1.1 What is the risk and what are we doing about it?

Risk evaluation is a crucial aspect that decides what risks need to be further managed, and the priorities for doing so⁵. The process of identifying priority hazards and subsequent gaps (be that from research, knowledge, planning and/or funding gaps) and the priority actions required for risk treatment is summarised in Table X.

Risk treatment can take the following forms⁶:

- Reduce or modify the hazard (e.g. construct stopbanks to control flood waters, dune nourishment and planting to reduce coastal inundation).
- Modify behaviour (e.g. land use planning rules to avoid risk zones).
- Reduce or modify vulnerability (e.g. minimum floor heights, building strengthening, replacing brittle pipe networks).
- Risk transfer (accept some assets will be damaged and take out insurance).
- Accept risk and plan for response and recovery (e.g. public alerting, planning for evacuation, welfare and recovery).

⁵ CDEM Group Planning. Directors Guidelines for Civil Defence Emergency Management Groups [DGL 09/18].

⁶ CDEM Group Planning. Directors Guidelines for Civil Defence Emergency Management Groups [DGL 09/18].

Having appropriate levels of emergency management in place (readiness, response and recovery arrangements) are also valid means to treat risk⁷ (Figure X).

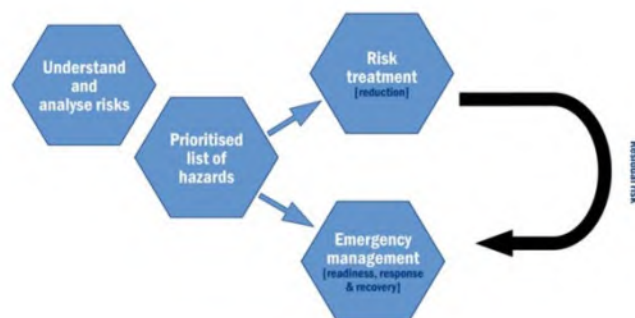


Figure X. Relationship between risk treatment and emergency management.

Table X. Summary of priority hazards, gaps and priority actions required for risk treatment.

1	Hazard Risk Assessment for Taranaki	What are our Priority Hazards	Are there any gaps or mitigations under development?	What are our Prioritised Actions
2	Prioritised Risks (based on the hazard risk rating and the CDEM Group responsibilities for meteorological, geological and	Volcanic	New hazard science has been developed through the He Mouna Puia Transitioning Taranaki to a Volcanic Future project. This new evidence base is yet to be incorporated into planning. The Volcanic Unrest Response Plan is out of date	5-year Volcanic Operational Planning Programme Review and update the Volcanic Unrest Response Plan, based on new hazard science from the He Mouna Puia project

⁷ CDEM Group Planning. Directors Guidelines for Civil Defence Emergency Management Groups [DGL 09/18].

	infrastructure failure hazards)			Catastrophic Planning for Taranaki will also be explored over the duration of the Group Plan using a volcanic hazard scenario Complete a hazard risk assessment
		Severe Weather/Cyclone		Severe Weather/Cyclone initial response action plan Complete a hazard risk assessment
		Flooding	Taranaki Regional Council new regional flood modelling data, as well as new Waitotara Catchment flood modelling under development. This includes nature-based solutions research within the Waitotara Catchment.	Review and update the Flood Response and Recovery Plan based on new modelling if required
		Earthquake	Current research and planning is up to date	Complete a hazard risk assessment
		Tsunami	New Tsunami Evacuation Directors Guidelines Currently have inundation zones mapped, however no evacuation zones No signage	Complete the Tsunami Work Program
		Space Weather	NEMA National Space Weather Response Plan recently published	Define and investigate CDEM Group responsibilities within resilience and readiness activities and initial response action plans
		Climate Change Impacts		Councils within Taranaki are exploring options and developing adaptation planning
3	General Risks	Natural Hazard Science Information Gaps	Gaps in regional natural hazard science information	Regional Spatial Plan gap analysis which includes natural hazard information Development of a regional spatial plan to guide development across all of Taranaki and drive better alignment amongst the four councils.
		Hazard Risk Assessments		Identified priorities for completion: Volcanic (<i>addressed as part of the 5-year Volcanic Program Management Plan</i>) Earthquake Severe Weather / Cyclone

1.1.1.1 Volcanic Unrest/Eruption

At 2,518 metres high, Taranaki Maunga is the second highest peak in the North Island and one of the most symmetrical volcanic cones in the world. Taranaki Maunga is the youngest and only remaining active volcano in a chain that includes the Kaitake and Pouakai ranges, Paritūtū, and the Sugar Loaf Islands⁸.

Volcanic eruption is the regions key geological hazard and has been rated a ‘very high risk’ for the region. Taranaki Maunga has a long and active history of past eruptions. Agricultural and pastoral producers can thank Taranaki Maunga’s historical eruptions for the region’s fertile soils. However, a volcanic eruption today has the potential to affect the region for a long period of time.

Scientists have defined that there is a 30-50% likelihood of Taranaki Maunga awakening again in the next fifty years. Future eruptions may be small or a large, disruptive, decadal-long period of unrest and eruption. The He Mouna Puia Transitioning Taranaki to a Volcanic Future research programme was launched under the maunga’s korowai, with a vision to strengthen and deepen our understanding of a future eruption and its impacts on Taranaki. This programme has transformed our understanding of the Maunga.

The volcano science strand proved that active magmas exist at Taranaki Maunga for the first time and has refined Taranaki’s most recent eruption timeline. High-precision dating of tephra deposits found in mineral spring deposits reduced age uncertainty from ± 70 –90 years to just ± 7 –9 years. This breakthrough has shown that Taranaki is much more active than previously thought and confirmed that the most recent eruption occurred in 1790AD, providing a much stronger foundation for forecasting future events. Researchers have also successfully mapped the journey of magma from its deep origins through to the reservoir beneath Taranaki Maunga, discovering that magma is stored much shallower (4 and 12 kilometres) than previously thought. This means the maunga can move from quiet to unrest within weeks to months, giving Taranaki communities a much tighter timeframe for key decision-making⁹.

Potential impacts to roading from a volcanic event include isolation by road (lava flows / lahars crossing SH 3 in a number of places), damage from ground shaking and roads not damaged by near source impacts are likely to be difficult to drive on due to ash. During a volcanic eruption whereby,

⁸ Taranaki Regional Council (2015). Taranaki As One Taranaki Tāngata Tū Tahī.

⁹ HMP Research Programme (2025). *He Mouna Puia, Puia Rū, Puea Kōrero: Transitioning Taranaki to a Volcanic Future – Research advances and future focuses (end of programme report)*. Endeavour Research Programme (MBIE): UOAX1913

the region may be isolated by road for an extended period of time, Port Taranaki becomes critical for evacuations and transport of emergency supplies. However, while Port Taranaki itself is not in a lahar flow area, port operations are likely to be disrupted by ashfall, electricity, telecommunications and road disruptions. Probable loss of natural gas production would have a significant impact on national electricity security of supply. Possible damage to gas transmission lines to the north from lahars / lava flows, potentially causing long term gas supply disruptions in the North Island. Additionally, an eruption may cause significant and ongoing affects to North Island air transport and disruption to the Stratford – New Plymouth rail line¹⁰.

What we're doing about it...

GeoNet Monitoring

The Institute of Geological and Nuclear Sciences Limited (GNS) undertakes volcanic monitoring through the nationwide GeoNet network. In recognition of the future risk of volcanic activity and to help mitigate the possible impacts, GeoNet operates a robust volcano monitoring network to support the Taranaki region. GNS has regional seismometers that detect any local earthquakes or magma movement that would indicate the beginning of an eruption. Because volcanic tremors have a signature different from common earthquakes, scientists can analyse the information recorded by the GeoNet seismic network and determine whether or not the earthquake is of a volcanic nature. Since detailed monitoring started in the early 1990's no volcano related earthquakes have been recorded¹¹. Other indications of the volcano reawakening could include changes in ground deformation and activity in warm springs. GeoNet operates GPS-GNSS instruments on and near Mt Taranaki to detect ground deformation. GeoNet also have monitoring in place at the warm springs at Arawhata Road and keep a watchful eye on the volcano with a webcam¹².

¹⁰ New Zealand Lifelines Council (2023). *Aotearoa New Zealand's Critical Infrastructure: A National Vulnerability Assessment*.

¹¹ GeoNet (2023). Keeping an eye on Taranaki Volcano.

<https://www.geonet.org.nz/news/33FEjuhLK0sMvicGQkOPaR#:~:text=How%20GeoNet%20monitors%20Mt%20Taranaki,this%20is%20not%20happening%20currently.&text=Other%20indications%20of%20the%20volcano,the%20volcano%20with%20a%20webcam.>

¹² GeoNet (2023). Keeping an eye on Taranaki Volcano.

<https://www.geonet.org.nz/news/33FEjuhLK0sMvicGQkOPaR#:~:text=How%20GeoNet%20monitors%20Mt%20Taranaki,this%20is%20not%20happening%20currently.&text=Other%20indications%20of%20the%20volcano,the%20volcano%20with%20a%20webcam.>

Volcanic Hazard Risk Assessment

Taranaki Seismic and Volcanic Advisory Group

5-Year Volcanic Operational Planning Programme

The Volcanic Operational Planning Programme focuses on how the Taranaki Emergency Management Office (TEMO) will meet its responsibilities under the Civil Defence Emergency Management Act (2002) (CDEMA) to plan for volcanic unrest and eruption from Taranaki volcano. This programme intends to deliver enhanced regional coordination over a five-year period and will be treated as a priority work program. The programme will align with national catastrophic planning work and leverage the He Mounga Puia Transitioning Taranaki to a Volcanic Future science programme outputs.

1.1.1.2 Severe Weather-Cyclone

Cyclone Hale, the Auckland Anniversary heavy rainfall, and Cyclone Gabrielle were collectively the most severe and destructive weather events in New Zealand's recent history. They resulted in significant devastation to property and ongoing trauma for communities. Most tragically, 15 people died, and one person remains missing. The Treasury estimates the events caused between \$9 and \$14.5 billion of physical damage to households, businesses, and infrastructure¹³.

Severe weather-cyclone is the regions key meteorological hazard and has been rated a 'very high risk' for the region. Severe weather and/or cyclones can cause flooding, landslides, and road closures, damage lifeline utilities and the built and natural environments. High winds can cause extended power outages through damage to infrastructure. Low-lying coastal communities are also vulnerable to coastal inundation, particularly when high winds and tides converge with storm surges. These issues can be amplified when high sea levels restrict drainage at river mouths, increasing flooding risk.

¹³ Report of the Government Inquiry into the Response to the North Island Severe Weather Events (2024).

Landsliding is also prevalent during severe weather and cyclones - the most common landslide trigger being intense or prolonged rainfall¹⁴. Increasing population, changing land-use and intensification increase the impact and costs associated with landslide events¹⁵. Long-term transportation disruption can result from areas vulnerable to slope failure, with network damage causing isolation for affected properties. Work involved in clearing the roads and assessing the damage is likely to take months, rather than weeks, particularly where the road surface experiences undercuts requiring re-instatement of the road substrate. Greatest likelihood of long-term impact on local authority roads is in remote rural locations, particularly up single lane road access valleys, or where there are limited alternative routes. Roads may also be impacted where single point failures exist, such as bridges and culverts.

What we're doing about it...

Powerco Base Power

Powerco have developed Base Power units to provide standalone power generation¹⁶. The units use solar panels and battery storage, along with backup diesel generation to supply safe, reliable and durable power independent of our electricity network. The eastern Taranaki township of Whangamōmona is the first Taranaki community on Powerco's network to receive an emergency backup electricity supply to boost rural community resilience. Additional sites are being investigated via partnering with Taranaki's District Council's emergency management teams.

Community Engagement

Community Emergency Centres and Community resilience planning are activities that can help communities build resilience. Community engagement will be prioritised to those communities identified within our risk assessments and will include those communities being most vulnerable to slope failure and loss of road access.

¹⁴ Dellow, G. Tool 2.3.1: General information on the causes of rainfall-induced landslides. Impacts of Climate Change on Urban Infrastructure and the Built Environment.

¹⁵ Natural Hazards Portal (2024). Landslides. <https://www.naturalhazardsportal.govt.nz/s/natural-hazard-risk/about-natural-hazard-risk/landslide>

¹⁶ <https://www.powerco.co.nz/get-connected/off-grid-solutions> and <https://www.powerco.co.nz/what-we-do/our-projects/remote-area-power-supply>.

Complete a Severe Weather/Cyclone Hazard Risk Assessment

Severe Weather/Cyclone Initial Action Plan

1.1.1.3 Flooding

Floods are New Zealand's number one hazard in terms of frequency, losses, and declared Civil Defence Emergency Management emergencies¹⁷. Floods are usually caused by heavy rain and can cause injury and loss of life, and damage to property, land and infrastructure.

Although Taranaki's 530 or so named waterways are relatively small in size and length, high rainfall often results in frequent high flows. Our rohe is home to a number of major river systems, including the Waitara, Waiwhakaiho, Patea and Waitōtara, all of which have the potential to cause widespread flooding. While most of our major rivers have flood protection schemes, the ongoing effects of climate change mean even significant engineered solutions will be put under increasing pressure.

Several severe flooding events have occurred in the Taranaki region resulting in widespread consequences. In June 2015, the South Taranaki area received a significant portion of its annual rainfall in one weekend. Preceding the event, the region had received over 100 percent of its usual June rainfall. The event resulted in flooding of the Waitōtara River and township and the floodplain below, a large area of the Eastern Hill country and Uruti areas, and some flooding in the Waitara River. The estimated cost to repair and reinstate the local roads was \$10.25 million.

Flooding can cause damage to critical infrastructure by damaging or obstructing bridges and roads, power lines, and other power supply infrastructure. It can cause environmental and public health issues for water supplies if water treatment and sewerage treatment systems are overcome.

Commercial and industrial activities are also at risk of damage or closure or loss of supplies due to flooding. Flooding of industrial premises can create a risk of hazardous chemicals leaking into flood waters. Land use and increased urbanisation can increase the likelihood of flooding, as it provides less room for rivers to move during a flood event, decreases the amount of land that water can drain into and increases the number of impervious surfaces (paving, road surfaces, hard landscaping).

¹⁷ NEMA (2024). <https://www.civildefence.govt.nz/cdem-sector/consistent-messages/flood>

What we're doing about it...

The region is protected with two multimillion-dollar flood control schemes, a number of smaller ones and a region-wide river level and flood monitoring and warning system operated by the Taranaki Regional Council. Both the major schemes – at the lower Waiwhakaiho River in New Plymouth and the lower Waitara River in Waitara township – have undergone significant upgrades in recent years and offer 'one in 100-year' protection incorporating allowance for climate change. The Taranaki Regional Council also has flood control schemes for the Hangatahara River and, in partnership with the South Taranaki District Council, Opunake and the Waitōtara River.

Together with MetService severe weather forecasting and warnings, the Taranaki Regional Council provides flood warnings and flood control advice and also carries out minor works to reduce flood damage.

Once floodwaters enter a watercourse constructed as part of a storm water system, however, they become the responsibility of the appropriate local district council.

There are also several small rural flood control and drainage schemes across the region, and under delegation from the Taranaki Regional Council, the New Plymouth District Council controls and manages the detention dams on the Waimea, Huatoki and Mangaotuku Streams and two tributary detention dams, together with diversion tunnels, culverts, and earth embankments (the New Plymouth detention dam scheme).

New flood modelling within the Waitōtara Catchment, as well as regional flood modelling.

Monitoring and Alerting System

The Taranaki CDEM Group has a 24/7 monitoring and alerting system in place for river flooding. Additionally, the TEMO provide the public with educational messaging to increase their readiness and also provide warning messaging when action may be required across social media channels.

Severe Weather and Flood Event Standard Operating Procedure

Flood Response and Recovery Plan

If required, an update to this plan will be undertaken based upon new flood modelling undertaken by Taranaki Regional Council

Flood Initial Action Plan

New regional flood modelling to confirm and define risk exposure

1.1.1.4 Earthquake

Since the Christchurch earthquakes of 2010 and 2011, people know a lot more about earthquakes than they did before. Although a number of active fault lines run beneath Taranaki (Inglewood, Waverley and Oaonui areas, as well as offshore), the region is an area of relatively low seismic hazard when compared with other parts of the country¹⁸. The seismic hazard in the region generally increases from the northwest to the southeast and is roughly equivalent to the seismic hazard in the western Bay of Plenty or eastern Otago¹⁹.

Taranaki typically experiences 250 to 300 measurable earthquakes every year. Only a handful of that number (up to ten) are felt by people in the region and are reported. The depth and distribution of earthquakes has remained stable since measurements began in 1994. Most of the shallow earthquakes in Taranaki are centred west of Taranaki Maunga, with only a few events beneath or close to the mountain. Deep earthquakes are mainly located in the Hāwera area, in the southeast and east of Taranaki. GNS calculates the annual likelihood of a magnitude 6.0 earthquake (large enough to damage buildings and move furniture) to be 5% in South Taranaki and 3% in the north²⁰.

A large earthquake can damage infrastructure over a wide area and create lengthy repair times. Fault rupture will sever underground services, such as water and gas pipes, that cross the fault and can damage or destroy built structures. The impact of a large earthquake on Port Taranaki would be of local and national economic significance due to logging and oil and gas exports.

The Building Act 2004 and Building Code focus on life-safety in regard to earthquakes – they acknowledge that buildings may be damaged. The system looks to achieve balance so that the risks from buildings are managed appropriately and proportionately to cost and practicality²¹.

¹⁸ Gurney (2023). Isoseismal maps of damaging earthquakes in Taranaki, New Zealand, from historical sources – 1882 to 1942. GNS Science Report 2023/25.

¹⁹ Gerstenberger MC, Bora SS, Bradley BA, DiCaprio C, Van Dissen RJ, Atkinson GM, Chamberlain C, Christopherson A, Clark KJ, Coffey GL (2022) New Zealand National Seismic Hazard Model 2022 revision: model, hazard and process overview. Lower Hutt (NZ) GNS Science Report 2022/57.

²⁰ Taranaki Regional Council (2015). Taranaki As One Taranaki Tāngata Tū Tahī.

²¹ Ministry of Business, Innovation and Employment (2025). General information on building safety in earthquakes. <https://www.building.govt.nz/managing-buildings/building-safety-in-earthquakes>

What we're doing about it...

Rapid Building Assessments

If a natural disaster causes structural damage, councils have the ability to carry out rapid building assessments. A rapid building assessment is a central government process that councils may carry out immediately after a natural disaster or extreme weather event to assess whether a building is safe to use. Councils carry out rapid building assessments to determine whether:

- a building is safe to occupy
- a building poses a potential safety risk to people and other property
- land instability poses a potential risk.

Liquefaction zones (Local Council information)

Liquefaction is a natural process where earthquake shaking increases the water pressure in the ground in some types of soil, resulting in temporary loss of soil strength. In 2013, a GNS investigation found that, due in part to the region's geology and low earthquake risk, and the fact that only a few coastal areas have the types of soil that might liquefy, the probability of liquefaction in Taranaki is low and restricted to a few areas²². Those areas identified as having potential to liquefy include Port Taranaki; the lower reaches and tributaries of the Mōhakatino, Rapanui, Tongaporutu, Mimitangiatua (Mimi), Urenui, Onaero and Waitara rivers (in New Plymouth district); and the lower reaches and tributaries of the Waitōtara, Whenuakura and Pātea rivers (in South Taranaki).

Liquefaction at Port Taranaki would damage freight handling areas and thus impact on imports and exports in the region with significant economic effects. However, on average, earthquakes strong enough to cause liquefaction would only be expected every 150 years at Port Taranaki and between 980 and 1,070 years at the river areas²³.

In response to the November 2019 Building Code update, which revised B1/AS1 (the design approach used for many simple structures) to ensure that new buildings are built safe and strong enough to withstand liquefaction effects, New Plymouth District Council contracted Tonkin and Taylor

²² Dellow, G.D., Ries, W. (2013). Liquefaction hazard in the Taranaki Region. GNS Science Consultancy Report 2013/57

²³ Taranaki Regional Council (2015). Taranaki As One Taranaki Tāngata Tū Tahi.

Ltd to undertake an assessment of liquefaction potential throughout the New Plymouth District (2021). This report is available online through the NDPC website.

GeoNet seismometers are installed at carefully chosen sites in the region to detect the arrival time and strength of pressure waves generated by an earthquake as they travel through the ground²⁴.

The NEMA 'Get ready' website and the Taranaki Emergency Management website both provide information on how to prepare for and respond to an earthquake.

Complete an Earthquake Hazard Risk Assessment

Earthquake Response and Recovery plan.

Earthquake Initial Action Plan

1.1.1.5 Tsunami

Coming from the Japanese word 'harbour wave', tsunamis are a series of waves – with wave lengths up to hundreds of kilometres between crests - caused by undersea seismic disturbances. Ground displacement (movement) due to undersea earthquakes is the most common cause of tsunamis. However, they may also be caused by submarine landslides, volcanic eruptions and caldera collapses²⁵.

While a tsunami is not identified as a significant hazard in the Taranaki region, New Zealand's entire coastline and some of our larger lakes are at risk of tsunami. This is because of our location in the Pacific and our geography. The biggest tsunami in New Zealand can arrive in less than an hour.

The time it would take a tsunami to reach Taranaki's shores is dependent on the proximity of the tsunami source – far away or close to home. A locally sourced tsunami may have a travel time of minutes. For Taranaki, local source Tsunami is possible from an underwater offshore landslide or offshore earthquake fault rupture, which is likely associated with a strong earthquake. A distant tsunami (for example, sourced in South America or

²⁴ Taranaki Regional Council (2015). Taranaki As One Taranaki Tāngata Tū Tahī.

²⁵ NIWA (2025). <https://niwa.co.nz/hazards/tsunami>

the South to South-west Pacific region) may take up to 18 hours to reach the west coast. Tsunami activity can continue for 20-30 hours after the first wave event.

In 2012, local authorities contracted a report on Taranaki's tsunami risk. The report found that while most of Taranaki's steep coastline is not susceptible to tsunami, some low-lying communities, and areas on the coast or in river estuaries do have a higher risk. Those communities include Tongaporutu, Urenui, Onaero, and parts of Waitara, Bell Block, New Plymouth, Ōākura, Opunake and Pātea. The tsunami risk for Port Taranaki is moderate, however, a large tsunami damaging the port would have significant local and national impact, as it may prevent imports and exports of oil and gas-related products. A small tsunami might disrupt shipping movements, on a precautionary basis, for a few hours.

A 2013 GNS Science report considered the potential for tsunami to be generated by faults around New Zealand and the Pacific for different time frames and estimated the expected maximum tsunami heights at the coast, taking into account a range of uncertainties. Although the 2013 report indicated a slight increase in predicted wave heights for Taranaki over the long term, most results estimate tsunami heights at no more than eight metres, even in worst case scenario conditions such as a locally sourced tsunami occurring in storm conditions at high tide.²⁶

What we're doing about it...

New Zealand's tsunami monitoring and detection network

In 2019, the New Zealand Government deployed Deep-ocean Assessment and Reporting of Tsunami (DART) buoys. This DART network improved New Zealand's ability to monitor, detect and issue warnings about tsunami.

The DART network includes many DART stations that measure associated changes in water pressure using sea floor sensors. If the network detects unusual water pressure changes, the DART station sends the signal to a satellite. The signal is sent to the 24/7 National Geohazards Monitoring Centre (NGMC) at GNS Science where Geohazards Analysts analyse the data. If a tsunami has been detected the NGMC will tell the National Emergency Management Agency (NEMA). NEMA is the official tsunami warning agency for New Zealand. NEMA will issue a tsunami warning to

²⁶ Power, W.L., Review of Tsunami Hazard in New Zealand (2013 update), GNS Science Consultancy Report 2013/131

CDEM Groups, emergency services, media and the public. If the NGMC expects the tsunami to flood land areas, NEMA will also send an Emergency Mobile Alert²⁷.

Tsunami Evacuation Directors Guideline [DGL 08/25]

Published May 2025, the purpose of the Tsunami Evacuation Directors Guideline is to provide a nationally consistent approach to tsunami evacuation, including the development of tsunami evacuation zones, maps, and public information for Civil Defence Emergency Management (CDEM) Groups and local authorities. The nationally consistent approach for public-facing tsunami evacuation zones is the use of one zone: the Blue Zone. All existing tsunami evacuation zones, routes, maps and signs should conform to this guideline by 1 July 2031. A Tsunami Work Programme, as outlined below, will address the new guidelines and will be undertaken over the duration of this Group Plan.

Tsunami Work Programme

The Taranaki CDEM Group will undertake a Tsunami Work Programme over the duration of the Group Plan to better understand and mitigate or reduce the impact tsunami may have on our coastal communities. This work programme will include improving our understanding of tsunami flooding and inundation, where and in what ways our communities may be vulnerable to them, and what technologies or strategies could be employed to reduce their risk. Within the lifecycle of this Group Plan, we will review existing tsunami inundation modelling against the new National Directors Guideline standards with the intent to define new information to meet these standards. This will include single blue evacuation zones and maps, options assessment for tsunami signage, and tsunami hazard communication. This work will inform the Tsunami Response and Recovery Plan as well as Public Education activities.

²⁷ NEMA (2024). Tsunami monitoring and detection network. <https://www.civildefence.govt.nz/get-ready/get-tsunami-ready/tsunami-monitoring-and-detection-network>

Tsunami Response and Recovery Plan

Tsunami Initial Action Plan

1.1.1.6 Space Weather

Insert paragraph 5, page 42 (*Space Weather*) here, with the addition of the following (an inclusion resulting from the Public Submission process):

The NEMA is the lead agency for the response to space weather and uses the National Space Weather Response Plan to guide response activities. The plan includes the hazard specific roles and responsibilities of supporting agencies and presents an impact assessment. NEMA primarily relies on space weather alerts issued by the US National Oceanic Atmospheric Administration's Space Weather Prediction Centre and the Australian Bureau of Meteorology Space Weather Forecasting Centre.

What we're doing about it...

Explore Space Weather operational planning.

Intend to create a Space Weather initial action plan.

1.1.1.7 Climate Change

(Insert the current Climate Change Projections and Impacts for Taranaki section from page 43 here)

What we're doing about it...

Climate Adaptation Options

All councils and the TEMO are collaborating via a Regional Climate Change Working Group and will be exploring climate adaptation planning and options over the duration of this Group Plan.

Risk Reduction and Management in Taranaki

(insert this new section into page 51 (Reduction Chapter) as a new “Where are we now” section)

Risk reduction involves analysing risks to life and property from hazards, taking steps to eliminate these risks, or reducing their impact and the likelihood of their occurrence to acceptable levels when elimination is not possible.

The Taranaki CDEM Group collaborates with partners and stakeholders, neighbouring CDEM Groups, as well as communities to understand and manage risks. Current risk management measures focus on three main themes: hazard science research and information, strategies, plans and standards, and collaborative research forums and advisory groups. Additionally, councils within Taranaki conduct routine maintenance of their assets as part of their risk reduction and management efforts.

1. Hazard Science Research and Information

Hazard Science Information Gaps

A strong foundation of evidence-based hazard research and relevant risk assessments is essential for effective risk planning and management.

What we’re doing about it...

Spatial Planning gap analysis

To support informed planning and decision-making, Taranaki Regional Council is currently undertaking a robust and concise gap analysis of natural hazard information in Taranaki from a regulatory land use decision-making perspective to inform a future regional spatial plan. Where existing natural hazard information exists within the region, an assessment of its suitability for land-use decision making within a resource management context is required.

Regional Spatial Plan²⁸

A regional spatial plan will give Taranaki a consistent and coherent plan for future development and environmental protection. It could map growth areas, infrastructure corridors, environmentally significant areas to protect and areas at risk from natural hazards. It could also provide a powerful tool for supporting climate change action. A spatial plan can identify the area's most suitable for renewable electricity generation or sequestration activities. It can also indicate where future infrastructure will be needed to combat worsening flood risk and sea-level rise. Taranaki Regional Council are currently leading a project scope and work programme on how the spatial plan for the region is developed.

The New Zealand government is considering national direction on managing natural hazard risk as part of its phased approach to the reform of the resource management system. Development in high-risk areas without appropriate steps to address natural hazards can pose a risk to lives, businesses and homes. This can leave communities, insurers, councils and government facing costs for repairs and recovery. As part of the reform of the Resource Management Act 1991 (RMA), the introduction of the Resource Management (Consenting and Other System Changes) Amendment Bill will provide an increased suite of tools to deal with natural hazards and emergency events, aiming for better decision making and efficiency²⁹. Additionally, a National Policy Statement for Natural Hazard Decision-making (NPS-NHD) will also provide national direction for managing natural hazard risk. The regional spatial plan will provide a strong foundation of information to help inform this work.

Hazard Risk Assessments

A CDEM Group risk assessment is not an end unto itself. Rather, it can inform the development and implementation of policies or operational approaches within the Group, its member council(s) and partner organisations. The aim is that a consistent, shared understanding of hazards and risks enables more integrated and coordinated approaches to managing them. This in turn will lead to better resilience outcomes for communities.

A hazard risk assessment provides an opportunity to increase depth and comprehensiveness of hazard risk understanding by:

- Assessing what risks are reducing, staying constant or likely to increase overtime.
- Identifying where existing controls, plans and practices are effectively managing risk (risk stock take).
- Identifying where gaps may exist.
- Identifying new resilience opportunities.

²⁸ Taranaki Regional Council 2024/2034 Te Mahere Roa Long-term Plan

²⁹ Parliamentary Counsel Office (2025). New Zealand Legislation: Resource Management (Consenting and Other System Changes) Amendment Bill.

The CDEM Group has developed hazard risk summaries for dam failure, long-term electricity failure, flooding, sea state (short-term erosion), slope instability (roading isolation), and tsunamis. Remaining hazard risk summaries that are planned to be developed over the duration of this Group Plan include Volcanic, Earthquake and Severe Weather/Cyclone.

2. Strategies, Plans and Standards

Plans, strategies and standards apply the research and set out the approach to risk management in a range of settings. They can apply internationally, like the Sendai Framework for Disaster Reduction (2015- 2030), nationally, such as the National Adaptation Plan, National Disaster Resilience Strategy, the National Tsunami Strategy, the Resource Management Act 1992, the Building Act 2004 and Building Code (which together set out the detailed rules for construction, alteration, demolition, and maintenance of new and existing buildings in New Zealand) and the New Zealand Infrastructure Strategy, or regionally and locally as outlined within Figure X. Figure X displays the planning framework hierarchy and sets out key plans lead by the Taranaki Emergency Management Office, South Taranaki District Council, Taranaki Regional Council, New Plymouth District Council, and our partner and stakeholder organisations.

Insert Figure X. Planning Framework

Risk Management Planning Framework Hierarchy

Level	Framework / Instrument	Purpose / Focus
International	Sendai Framework for Disaster Risk Reduction (2015–2030)	Global strategy for reducing disaster risk and enhancing resilience.
	Paris Climate Agreement	International commitment to climate change mitigation and adaptation.
National	National Disaster Resilience Strategy (2019)	Sets priorities for managing risks, effective emergency response and recovery, and enabling, empowering, and supporting community resilience.
	Resource Management Act (RMA) 1991	Legislative framework for managing natural and physical resources, including natural hazards.

Level	Framework / Instrument	Purpose / Focus
	Building Act 2004 & Building Code	Sets construction standards to ensure safety and resilience.
	Civil Defence Emergency Management (CDEM) Act 2002	Establishes emergency management framework, including risk reduction.
	National Policy Statement on Urban Development (NPS-UD)	Guides urban development with a focus on resilience to climate change and natural hazards.
Regional	Regional Policy Statement	Directs regional and district plans; includes natural hazard responsibilities.
	Regional Plans	Manage natural hazards in coastal and freshwater environments.
	Long-term Plans (LTPs)	Includes natural hazard workstreams and regional spatial planning. These are also undertaken at the district level.
	Infrastructure Strategies	Outline investment priorities, including flood protection and resilience.
	Transport Plans	For example, Regional Land Transport Plans provide strategic direction to land transport in the region and identify key transport issues and challenges, and how land transport activities proposed in the transport plan will address these issues.
Taranaki Emergency Management	Taranaki CDEM Group Plan	Provides a roadmap for CDEM activities over the next 5-year period. It identifies and assesses the hazards and risks that the community faces and outlines the actions needed to manage those risks. It emphasises the importance of collaboration, coordination and community engagement.
	Taranaki CDEM Annual Plan	Provides the Taranaki CDEM Group with strategic direction on annual basis

Level	Framework / Instrument	Purpose / Focus
	Response Management Plan	This plan specifies the Taranaki Civil Defence Emergency Management Group concept of operations for how effective emergency responses are coordinated and structured.
	Group Recovery Plan	This plan specifies the Taranaki Civil Defence Emergency Management Group concept of operations for how effective recovery operations are coordinated and structured.
	Duty Officer Manual	Provides guidance to the Duty Officer
	Taranaki CDEM Response and Recovery Plans	Created prior to an emergency to enable an effective and coordinated response.
	Initial Action Plans	Created prior to an emergency to enable an effective and coordinated response.
	Group Welfare Plan	This Plan provides a strategic framework for welfare coordination and delivery in the Taranaki CDEM Group Area, under the operative Taranaki CDEM Group Plan. It confirms the statutory and operational roles and responsibilities of CDEM welfare agencies, through risk reduction, readiness, response and recovery (4 Rs).
Local / District	District Plans	Manage land use and natural hazards not covered by regional councils.
	Future Development Strategies	Identify development constraints, including hazard mapping. Created under the National Policy Statement for Urban Development. - Identify constraints to development, including mapping hazard areas. - For example: New Plymouth District Future Development Strategy signals less appropriate areas for development due to hazards.

Level	Framework / Instrument	Purpose / Focus
	NPDC, STDC, and SDC Land Development & Subdivision Infrastructure Standard (Local Amendments Version 3). Based on NZS 4404:2010	Provides territorial authorities, developers and professional advisors with standards for design and construction of land development and subdivision infrastructure, encouraging sustainable development and resilient infrastructure (i.e. floor levels, pipe sizes etc).
	Reserve Management Plans	Reserves are often the land not suitable for housing or development i.e. the wet areas (flood prone) used for flood detention areas and can contain hard protection structures). Reserve Management Plans also recognise use of buildings on Council property that support emergency management work - i.e. the TEMO building is located within the Marsland Hill Historic Reserve
	Coastal Erosion Strategy (NPDC, 1995)	Local strategy for managing coastal erosion risks.
	Spatial Plans	Guide township-level development and resilience planning. For example, New Plymouth District Council are developing a Waitara Spatial Plan project in partnership with Manukorihi and Otarua Hapū.
	Environment and Sustainability Policies and Strategies	Promote sustainable and resilient development practices. For example, South Taranaki District Council will be updating their Environment and Sustainability Strategy to incorporate: - Reforestation planning - All council reforestation plans will encompass wider outcomes, including nature-based solutions to prevent future risks, support better land use management for leased land, and public and environmental benefits. - The Council's Climate Change action plan, which is currently being developed. This plan will focus on the mitigation and adaptation side of climate change. As a first step, a Climate Change Risk Assessment has already been conducted.
	Infrastructure Strategies	Local-level infrastructure planning - these include hazard and risk considerations.
	Asset Management Plans	These plans manage and maintain critical infrastructure with resilience in mind.
	Incident Response Plans	Used to guide local response actions.
	Asset Vulnerability Assessment & Resilience Programmes	For example, Stratford District Council utilises this tool to identify and address vulnerabilities in local infrastructure.

Level	Framework / Instrument	Purpose / Focus
	Adaptation Plans	These will be explored over the life of the group plan. For example: New Plymouth District Council district-wide climate adaptation plan, leading to area-specific adaptation plans using Dynamic Adaptive Pathway Planning.
	Stormwater Vision and Roadmap	For example, the New Plymouth District Council Stormwater Vision and Roadmap is a strategy for flood risk mitigation and resilient urban water management.
Partner Strategic Plans	Animal Welfare Planning	
	Evacuation Planning	
	Emergency Management Planning	
	Community Resilience Planning	
	Lifelines Vulnerability Study Debris Management Plan Aerial Reconnaissance Plan Priority Fuel Stations	

3. Collaborative Research Platforms and Advisory Groups

Collaborative research platforms and advisory groups bring together different organisations and individuals to share knowledge, insights, and expertise in order to better understand and manage risks.

Infrastructure resilience

Lifeline Utility organisations (for example oil and gas, water/waste sector, power, telecommunications, roading) have worked together to assess infrastructure exposure to hazards and increase their organisational resilience. At a regional level, the Taranaki Lifelines Vulnerability Study, 2018 highlights the challenges to asset resilience brought about by various hazards within Taranaki, including volcanic, severe weather and earthquake hazard exposures. The vulnerability study also emphasises lifelines interdependencies and hotspots within the sector. The study is being utilised to improve organisational resilience and manage interdependencies to reduce service disruption.

Research partnerships

Research partnerships in Taranaki have included the He Maunga Puia Transitioning Taranaki to a Volcanic Future research project which ended in 2024. An end of research summary document is currently being produced which amalgamates the main findings and after actions of this science project. A PhD volcanic lahar modelling project focussing on Taranaki Maunga is also underway. Numerous research partners from this project are members of the Taranaki Seismic and Volcanic Advisory Group. Strong relationships and collaboration continues within the volcanic and seismic science space.

Risk Reduction regional alignment and collaboration

Work is underway to ensure risk reduction activities are regionally inclusive, aligned and coordinated. The Risk Reduction Advisory Group is a key mechanism for sharing knowledge and expertise and highlighting issues. This group is currently developing and maintaining a regional risk register.

Regional Climate Change Working Group

The purpose of this working group is to consider and advise on climate change issues of significance to the Taranaki region. The group achieves this through collaboration, knowledge sharing, providing advice to the four councils and driving designated joint work in the climate change space.

Regional alignment of community engagement activities

Regional alignment of community engagement activities aims to improve coordination and effectiveness of the delivery of this work and will drive better resilience outcomes for Taranaki communities.

Community risk assessments will be used to produce an evidence base to identify exposed communities for target engagement, to know what is in hand, know what should or could be done in the future to reduce risk and provide a basis for comparison for what gets done next (prioritisation of work).

This helps ensure that all partners can align towards the same goals and objectives, preventing disjointed plans and confusion.



IN CONFIDENCE

10 July 2025

Mr Neil Walker

Joint Committee Chair
Taranaki CDEM Group

Thank you for the opportunity to review the draft Taranaki Civil Defence Emergency Management (CDEM) Group Plan 2025–2030. We acknowledge and commend the significant effort invested by the Taranaki CDEM Group in preparing this draft Plan.

As part of our ongoing support for the development of effective Group Plans, NEMA has completed a technical review against relevant Director’s Guidelines (DGL 09/18 – CDEM Group Planning, DGL 20/17 – Strategic Planning for Recovery, and DGL 23/22 – Risk Assessment Guidance for CDEM Group Planning).

I also wish to thank you for engaging with NEMA early in the process and for your collaborative approach in addressing the matters raised during the technical review.

The draft Plan presents a clear and coherent overview of the region’s context, including demographic characteristics and the key features of the natural, built, social, and economic environments. Furthermore, the Plan’s objectives are well aligned with the National Disaster Resilience Strategy.

As you are aware, the purpose of the CDEM Act, and our role as stewards of the emergency management system, is to ensure the sustainable management of hazards to enhance the safety and resilience of communities.

The Plan meets the requirements of the CDEM Act. I understand that the Group is considering providing more detail on the Risk Assessment, and I encourage you to pursue this. Adding additional detail will help to provide greater context for the priorities and objectives outlined in your Plan. Strong governance and collaboration with communities will support efforts to reduce risks, plan for emergencies, and ensure effective recovery. CDEM Group Plans are a key tool for CDEM Groups to deliver on their responsibilities and communicate with their communities about hazards and risks.

The comments in this letter reflect our shared aspiration to strengthen the emergency management system and ensure it is well positioned to meet future challenges. We value the work your team has taken throughout this process. NEMA remains committed to supporting CDEM Groups through ongoing advice and guidance.

Should you wish to discuss any of the feedback further, please feel free to contact Pat Waters, your Regional Emergency Management Advisor. Together we look forward to continuing to work in partnership to strengthen emergency management outcomes for the Taranaki region.

Thank you for the outstanding work and leadership that you and the CEG continue to provide our community.
Your Commitment is deeply valued and sincerely appreciated.

Ngā mihi

A handwritten signature in black ink, appearing to be 'John Price', with a stylized, cursive script.

John Price
**Deputy Chief Executive, Emergency Management and Director
National Emergency Management Agency**



Date: 7 August 2025

Subject: Submissions to the Emergency Management Bill Reform Processes

Author: C Campbell-Smart, Senior Projects Advisor and Group Recovery Manager

Approved by T Velvin, Group Manager/Controller – Taranaki Emergency Management Office

Document: TRCID-1492626864-978

Purpose

1. The purpose of this memorandum is to present members of the Taranaki CDEM Joint Committee with the Taranaki CDEM Group submission to proposed amendments to the Civil Defence Emergency Management Act 2002.

Executive summary

2. The National Emergency Management Agency (NEMA) commenced a regulatory framework review to update the Civil Defence Emergency Management (CDEM) Act, Plan Order/Guide, and National Disaster Resilience Strategy (NDRS) Roadmap. The review is aligned with the Emergency Management System Reform (EMSR) work programme based on the Government response to the Technical Advisory Group's recommendations 'Delivering better responses to natural disasters and other emergencies'.
3. Two consultation rounds have occurred during May and June requiring rapid responses.
4. Consultation feedback has been submitted by TEMO on behalf of the Taranaki CDEM Group, which is now presented to the Taranaki CDEM Joint Committee.

Recommendations

That Taranaki CDEM Joint Committee:

- a) receives the memorandum titled Submissions to the Emergency Management Bill reform processes
- b) receives the submission to proposed Strengthening New Zealand's emergency management legislation and Targeted Consultation – Strengthening and enabling community participation in emergency management and New Issue – Providing Greater Oversight of States of Emergency and Transition Periods.

Background

5. The National Emergency Management Agency (NEMA) has established a Regulatory Framework Review Programme (also known as the "Trifecta") to bring together three projects that have significant alignment. The projects are:
 - a. developing a new Emergency Management Act (the Act)

- b. review of the National Civil Defence Emergency Management Plan Order (the Plan Order) 2015 and the accompanying Guide to the National CDEM Plan (the Guide) 2015
 - c. development of the National Disaster Resilience Strategy (NDRS) Roadmap.
6. The Programme is also aligned with the Emergency Management System Reform (EMSR) work programme based on the Government response to the Technical Advisory Group's recommendations Delivering better responses to natural disasters and other emergencies.
7. The Programme will incorporate feedback received to date through the development of the Strategy and the Emergency Management System Reform work programme. It will also coordinate stakeholder engagement and communications across the three projects to ensure it is effective and streamlined.

Discussion

8. Consultation on proposed Strengthening New Zealand's emergency management legislation commenced on 15 April and closed on 20 May 2025.
9. Further Targeted Consultation took place in June 2025 on two additional issues: Strengthening and enabling community participation in emergency management and New Issue – Providing Greater Oversight of States of Emergency and Transition Periods. Submissions closed on 16 June 2025.
10. Feedback will help inform the development of a Civil Defence Emergency Management Act Amendment Bill.
11. Formal submissions were prepared by TEMO and submitted on behalf of the Taranaki CDEM Group.
12. Due to timeframe constraints the submission was unable to be approved by CDEM Group governance as part of its planned meeting schedule. A full copy of the submission is now made available to CEG and the Joint Committee for their information.

Appendices/Attachments

TRCID-142626864-986: [Discussion Document – Strengthening New Zealand's emergency management legislation](#)

TRCID-142626864-989: [Submission Form - Strengthening New Zealand's emergency management legislation](#)

TRCID-142626864-981: [Targeted Consultation – Strengthening and enabling community participation in emergency management and New Issue – Providing Greater Oversight of States of Emergency and Transition Periods](#)

TRCID-142626864-987: [Taranaki Emergency Management Office Response to Targeted Consultation](#)



Strengthening New Zealand's emergency management legislation

New Zealand is vulnerable to a wide range of hazards that could cause disasters, such as floods, wildfires, pandemics, earthquakes, or infrastructure failure. As a country we need to learn from past emergencies to strengthen our disaster resilience.

The Government intends to introduce new legislation later this year to strengthen and modernise how New Zealand manages the risk of emergencies. This legislation will replace the Civil Defence Emergency Management Act 2002 (the CDEM Act).

As part of this process, the National Emergency Management Agency (NEMA) wants to hear your views about the issues and options which have been outlined in a discussion document. Your feedback will help inform NEMA's advice to the Government on the content of the legislation.

Consultation process

You can find the full discussion document and more information about how to have your say on NEMA's website.

[Emergency Management Bill consultation](#)

Public consultation will **close at 5pm on 13 May 2025**.

What does the Civil Defence Emergency Management Act do?

The CDEM Act provides:

- government agencies, local government, emergency services and lifeline utilities (such as the electricity network) with emergency management roles and responsibilities
- extraordinary powers that can be used to protect people and manage the consequences when an emergency happens
- requirements for national and local emergency management planning
- the ability to set more detailed expectations and standards for emergency management through regulations or non-legislative documents.

Why is legislative change needed?

An inquiry after Cyclone Gabrielle and other reviews have shown that improvements are needed to the CDEM Act and the approach to emergency management on the ground.

The Government intends to respond to the inquiries and reviews by delivering new legislation as well as non-legislative improvements (such as training). More information on the Government's focus areas for this work are available on NEMA's website:

[Strengthening disaster resilience and emergency management](#)

The Government's proposed objectives for the new legislation, and the issues that relate to them, are summarised below. We have also provided a summary of the options to address the issues under Objective 1, because we think they will be of particular interest to communities.

Objective 1: Strengthening community and iwi Māori participation

Everyone has a role to play in emergency management – before, during and after disaster strikes.

The Government wants to achieve a 'whole of society' approach to emergency management, where communities can act alongside the 'official' emergency system.

This means having an emergency management system which has a good understanding of the diverse needs of communities, particularly those who may face worse outcomes. It also means having a system that can draw on the expertise and resources offered by iwi Māori, community groups, businesses, volunteers, and other organisations before, during and after emergencies.

The issues and options we are looking at under this objective are:

1. Meeting the diverse needs of people and communities

Options include:

- 1) provide more tailored information on emergency management to different groups based on their specific needs or interests
- 2) require local government emergency plans to consider the needs of people that may be disproportionately affected by emergencies
- 3) require NEMA's Director to consult with representatives of disproportionately affected communities to inform national planning

2. Strengthening and enabling iwi Māori participation in emergency management

Options include:

- 1) address the roles of iwi Māori in plans, guidance, and other policy settings
- 2) require iwi Māori representation on local government emergency management decision-making bodies
- 3) require local government to engage with iwi Māori during the development of emergency management plans
- 4) require NEMA's Director to seek advice on Māori interests and knowledge to inform national planning

3. Strengthening and enabling community participation in emergency management

Options include:

- 1) provide better information and guidance for community groups
- 2) require local government emergency plans to state how they will manage offers of assistance from the public

4. Recognising that people, businesses and communities are often the first to respond in an emergency

Options include:

- 1) provide greater legal protections for people who act in good faith during an emergency
- 2) enable compensation, in certain circumstances, for labour costs when people are tasked by emergency management authorities

Objective 2: Providing for clear responsibilities and accountabilities at the national, regional, and local levels

A wide range of organisations have roles and responsibilities in emergency management. Those roles and responsibilities are set out in the CDEM Act and other legislative documents.

The Government wants to ensure it is clear who will do what, how organisations will work together, and that there are clear lines of accountability for those who have legal responsibilities under the CDEM Act.

The issues we are looking at under this objective are:

- 5. Clearer direction and control of the overall operational response to an emergency, including when no 'state of emergency' has been declared**
- 6. Strengthening regional leadership and coordination of emergency management – by clarifying roles and responsibilities, accountabilities, and strengthening performance**
- 7. Ensuring emergency management plans can be kept up to date**

Objective 3: Enabling a higher minimum standard of emergency management

Many hazards are managed by local authorities, with emergency management choices that are informed by local knowledge and their unique context.

Although this approach is a strength, the Government wants to ensure there are acceptable outcomes for people across New Zealand.

The issues we are looking at under this objective are:

- 8. Strengthening the ability to set national expectations and monitor and address performance issues if individuals or organisations fail to meet their legal responsibilities**
- 9. Strengthening hazard risk management at the local government level**
- 10. Strengthening consideration of taonga Māori, other cultural heritage, and animals (including pets, working animals, livestock, and wildlife) during and after emergencies**

Objective 4: Minimising disruption to essential services

Our wellbeing depends on essential services that meet our basic needs, keep us safe, and let us live our normal lives. We often don't realise how much we rely on these services, such as electricity, communications or the justice system, until something goes wrong.

The Government wants to minimise the impact emergencies have on these services, to help communities continue to function normally or return to normal as soon as possible.

The issues we are looking at under this objective are:

- 11. Reducing disruption to the infrastructure that provides essential services, including by recognising a wider range of infrastructure, strengthening planning, and reducing barriers to cooperation and information sharing**
- 12. Ensuring all government organisations that provide critical services consider how to minimise disruption of these services in an emergency**

Objective 5: Having the right powers available when an emergency happens

During a declared state of emergency, or the initial stages of recovery, the CDEM Act grants access to extraordinary powers to help address risks to life or property or limit the severity of an emergency.

The Government wants to ensure the process to access these emergency powers, and who can use them, is fit for purpose.

The issues we are looking at under this objective are:

- 13. Safely managing access to closed roads and other restricted areas**
- 14. Ensuring the right people can access emergency powers at the local level**
- 15. Ensuring declarations for a state of emergency can happen efficiently and effectively, such as using electronic signatures on declarations**
- 16. Making it clear who declares a local state of emergency**

Have your say

The issues and options outlined in the discussion document are preliminary only. To inform our advice on content for the new legislation, we would like your views on:

- how we have described the issue
- the likely benefits or risks of the options (including telling us if there are any options you prefer and why)
- any new ideas or alternative options.

To submit your views, please use the submission template on our website or email

EmergencyManagementBill@nema.govt.nz.

[Emergency Management Bill consultation](#)

Submissions must be in English or te reo Māori. Your feedback may be shared with other government agencies, published on our website, or shared in response to an Official Information Act request. If you provide information that you do not wish to be shared (such as your name), please state this clearly in the email that goes with your submission, noting the parts you would like to be withheld and your reasons for doing so.

To learn what you and your community can do to be ready for an emergency, visit:
getready.govt.nz



Submission Form: Strengthening New Zealand's emergency management legislation

The Taranaki Emergency Management Group welcomes the opportunity to provide submission feedback on options to strengthen New Zealand's emergency management legislation.

Officers of the Taranaki Emergency Management Office (TEMO) have compiled submission information from key response and recovery leaders. We have also engaged in various national forums to form our views on the legislative reform process, problem statements and potential solutions, alongside a comprehensive review of the full discussion document and information about the legislative reform process on NEMA's website.

Due to the short timeframe and incompatibility with our committee cycles, we have been unable to validate submission feedback through our Coordinating Executive Group or Joint Committee. As per usual process, submission feedback will form committee papers to these respective committees as a noting item.

We have submitted this feedback by deadline of **5pm, 20 May 2025**, via email to EmergencyManagementBill@nema.govt.nz.

Submitter information

Any information you provide will be stored securely.

Your name, email address, and organisation

Name:	Craig Campbell-Smart
Email address:	craig.campbell-smart@taranakiem.govt.nz
Organisation: (if applicable)	Taranaki Emergency Management Office, on behalf of the Taranaki Civil Defence Emergency Management Group

- ☒ The Privacy Act 2020 applies to submissions. Please tick the box if you **do not** want your name or other personal information to be included in any information about submissions that NEMA may publish.
- ☐ NEMA may publish submissions or a summary of submissions to its website, civildefence.govt.nz. If you **do not** want your submission or a summary of your submission to be published, please tick the box and type an explanation below:

I do not want my submission published on NEMA's website because...

Does your submission contain confidential information?

- ☐ I would like my submission (or parts of my submission) to be kept confidential and have stated my reasons and the grounds under section 9 of the Official Information Act that I believe apply, for consideration by NEMA.

N/A

Use of information

The Taranaki CDEM Group understand that submissions will be used to inform NEMA's policy development process and will inform advice to Ministers. Our submission (including identifying information) may also be shared with other government agencies working on policies related to emergency management. NEMA may contact submitters directly if we need clarification on their submission or would like further information from them.

Consultation questions

The Taranaki CDEM Group officers have reviewed the full discussion document on [NEMA's website](#).

Our submission responses are as follows:

1. Have we identified the right objectives for reform?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

The five listed objectives are important matters and are well documented objectives to strengthen issues identified from previous inquiries and reform processes.

A gap however is identified in that recovery is missing as a key objective. Further work on a whole of govt approach to recovery, particularly beyond response and notice of transition periods, i.e. the short, medium and long-term recovery timescales is needed.

NZ has experienced significant long-term recoveries over the past decade, with differing structures, resourcing and outcomes, yet no formal reviews have been undertaken. While the identified "Decision-making tools for significant natural hazards" (paragraph 16) addresses the central government policy and tools settings, it does not address the fundamental gap of legislation defining the role and responsibilities of appointed recovery managers in extended recoveries. This is also not provided in secondary legislation, i.e. the National Plan Order.

We request the recovery is given greater significance in the EM Bill reform as an item for future policy and engagement rounds.

Objective 1: Strengthening community and iwi Māori participation

Issue 1: Meeting the diverse needs of people and communities

We have identified options to ensure the emergency management system better meets the diverse needs of communities, with a particular focus on those who may be disproportionately affected during an emergency.

Refer to pages 10–13 of the discussion document to answer the questions in this section.

2. Do you agree with how we have described this problem?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

Insert response

3. Are there other reasons that may cause some people and groups to be disproportionately affected by emergencies?

Please explain your views.

Other reasons for some people and groups to be disproportionately affected by emergencies relates to the ability to pay for decisions that increase resilience. Examples

include ability to afford to have a minimum of 3 days worth of food stored in the house, through to decision making ability for purchasing property, for example lower cost properties tendency to have increased hazard exposure (i.e. on a floodplain), or used as rental accommodation.

4. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Option 2 (non-legislative) development of guidance is preferred to meet diverse needs, as this provides for the most flexibility to meet the diversity of issues across different communities. This also accounts for regional and local variation.

Status quo is unacceptable, NZ as a country can do better.

Options 3 and 4, introducing legislative requirements is not seen as an effective way to address diverse needs. There are also significant barriers for communities to engage effectively and mandating these requirements, and or processes, does not acknowledge the capacity and capability differences.

5. What would planning look like (at the local and national levels) if it was better informed by the needs of groups that may be disproportionately affected by emergencies?

Please explain your views.

We would see greater identification and prioritisation of groups, i.e. location or interest based, for hazard risk and vulnerability assessments, leading to more appropriate and realistic planning and targeted mitigations via risk reduction, public education or response and recovery planning, to meet bespoke needs of identified groups.

6. Are there any other options that should be considered?

Please explain your views.

None identified.

Issue 2: Strengthening and enabling iwi Māori participation in emergency management

We have identified options to recognise the contributions made by iwi Māori in emergency management, to the benefit of all people in New Zealand.

Refer to pages 13–16 of the discussion document to answer the questions in this section.

7. Do you agree with how we have described this problem?

☐ Yes ☐ No ☒ Not sure / no preference

Please explain your views.

The problem statement takes a homogenous view as to the willingness, expertise and capability of iwi Maori to participate and contribute within emergency management. Like most issues, there will be varying capabilities and interest in this engagement, however this is not reflected in the problem statement.

8. Have we accurately captured the roles that iwi Māori play before, during and after emergencies?

☐ Yes ☐ No ☒ Not sure / no preference

Please explain your views.

We don't have the knowledge to canvas all available or undertaken roles for iwi Maori.

9. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

The matter of who pays for increased iwi Maori participation in emergency management is not addressed.

10. How should iwi Māori be recognised in the emergency management system?

Please explain your views.

Acknowledged in operational arrangements within Group Plans, and response and recovery plans. This will also include readiness for response and recovery.

The iwi Maori role within risk reduction is less clear and needs further consideration. This is complicated by the legislative mechanisms across different Acts.

11. What should be the relationship between Civil Defence Emergency Management (CDEM) Groups and iwi Māori?

Please explain your views.

We don't believe that Iwi / Maori should be represented on CDEM Group Joint Committee (JC). This requirement is complicated by how many representatives on the CDEM Group and how selection is undertaken. This raises questions for iwi Maori representation and the number of member Councils on the JC. The diversity of iwi Maori structures makes the issue of representation complex and unworkable. This is in contrast with the clear representation requirements for Local Authorities within the CDEM Group area.

There is also a consideration for the input into decision-making where decisions are solely funded by member Councils, funded through Local Authority rating mechanisms. An option would be to make these positions non-voting.

There are similar representative complications for Coordinating Executive Groups, however the decision-making impacts are less due to decision items not including budgetary concerns (these matters are generally for the Joint Committee).

12. What should be the relationship between Coordinating Executive Groups and iwi Māori?

Please explain your views.

CEG is where strategic operational matters are addressed and is considered a more appropriate relationship for iwi Maori participation.

Representation could be based on operational considerations within the CDEM Group area. Legislation amendment may be required for inclusion as full voting members within the CEG.

Again, the representation issue is raised as per item 11, however could be based on operational roles and responsibilities.

13. What would be the most effective way for iwi Māori experiences and mātauranga in emergency management to be provided to the Director?

Please explain your views.

Through a National Advisory Board structure.

14. Are there any other options that should be considered?

Please explain your views.

None identified.

Issue 3: Strengthening and enabling community participation in emergency management

We have identified options to improve communities' ability to participate in emergency management. This includes making it easier for individuals, businesses, and other community organisations to offer resources to the "official" emergency response.

Refer to pages 16–18 of the discussion document to answer the questions in this section.

15. Do you agree with how we have described this problem?

☐ Yes

☒ No

☐ Not sure / no preference

Please explain your views.

The problem definition does not acknowledge the resource scarcity within the emergency management sector at the CDEM Group or Local Council level to pre-establish agreements for management of offers of assistance.

The problem statement does not identify what is consider 'timely'. Is timely for lifesafety, or this timely from the perspective of the offerer?

16. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Options 1 and 3 are not agreed. Status quo should be improved.

Options 3 is considered too operational for inclusion in the Group Plan.

Option 2 is considered the most viable. It is pointed out the guidance already exists for the sector (Director's Guideline for Civil Defence Emergency Management Groups [DGL17/15]), which includes Offers of Assistance and donations, but that these is often not sufficiently prepared for in advance. Separate and more comprehensive standalone guidance is supported.

17. Are there any other options that should be considered?

Please explain your views.

None identified.

Issue 4: Recognising that people, businesses and communities are often the first to respond in an emergency

We have identified options to address barriers that may stop people, businesses, and communities from acting during an emergency.

Refer to pages 18–19 of the discussion document to answer the questions in this section.

18. Do you agree with how we have described this problem?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

Insert response

19. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Option 2 is preferred, although concern is noted for potentially incentivizing unsafe or unnecessary actions. It is pointed out the existing personal safety and Health and Safety at Work Act 2015 obligations (i.e. Person Conducting a Business or Undertaking) should continue to apply should protection of civil liability for loss or damage be applied.

Option 3 is not supported. This is due to the high level of uncertainty of cost for compensation for labour. Verification processes to confirm actual cost incurred will also be problematic.

20. Are there any other options that should be considered?

Please explain your views.

None identified.

Other problems relating to this objective

21. Should we consider any other problems relating to community and iwi Māori participation?

Please explain your views.

None identified.

Objective 2: Providing for clear responsibilities and accountabilities at the national, regional, and local levels

Issue 5: Clearer direction and control during an emergency

We have identified options to make it clearer who is in charge of the operational response to an emergency.

Refer to pages 20–25 of the discussion document to answer the questions in this section.

22. Do you agree with how we have described this problem?

☐ Yes ☒ No ☐ Not sure / no preference

Please explain your views.

Objective 2 items 72-73 identify the reasons why clear responsibilities and accountabilities across national, regional and local levels are required. Issue 5 however is only focused on response arrangements.

There is no consideration for clarification for recovery in the CDEM Act or EM reforms beyond response and notice of transition periods, i.e. the short, medium and long-term recovery timescales.

We request the recovery is given greater significance in the EM Bill reform as an item for future policy and engagement rounds.

23. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

The identified options (table 6) response structure variations are already accommodated within CIMS v3 doctrine, as potential response organising structures. CIMS provides a modular, scalable and flexible response system that can be tailored to the particular circumstances of the emergency, and capacity and capability of response agencies.

The options for clarifying appropriate response or hazard lead fails to account for changing requirements of emergencies as they progress through time. For example, in the early stages of an urban fire, FENZ would be the appropriate lead agency for life safety. As the fire is controlled, secondary impacts increase in importance, such as public information management and care of people displaced from their homes. These wider issues are best lead by the local and regional emergency management system. This means that the appropriate structure changes depending on the conditions and timescale of the emergency and this is not well reflected or accommodated in fixed response leadership roles.

Of the options presented, option 4 'unified control' is preferred.

24. Are there any other options that should be considered?

Please explain your views.

We suggest more guidance is need in CIMS doctrine around appropriate selection of direction and control during an emergency, and how this may change in context and time.

We recommend recovery is given greater significance in the EM Bill reform as an item for future policy and engagement rounds.

25. Do you think more fundamental changes are needed to the way direction and control works during the response to an emergency? If so, why?

☐ Yes ☒ No ☐ Not sure / no preference

Please explain your views.

Insert response

Issue 6: Strengthening the regional tier of emergency management

Issue 6.1: Resolving overlapping CDEM Group and local authority roles and responsibilities

We have identified options to ensure it is clear what CDEM Groups and each of their local authority members are responsible for.

Refer to pages 26–28 of the discussion document to answer the questions in this section.

26. Do you agree with how we have described this problem?

☐ Yes ☒ No ☐ Not sure / no preference

Please explain your views.

It is unclear whether the problem statement is one of national inconsistency, or one of lack of performance due to unclear roles and responsibilities.

27. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Assumptions are made in both options 2 and 3 that clarifying roles and responsibilities will lead to increased performance by reducing duplication of effort, and that clearer expectations will reduce overall costs.

Costs will be introduced for monitoring and compliance (assurance costs) that are currently not undertaken.

These assumptions are not supported.

28. Are there any other options that should be considered?

Please explain your views.

We suggest that lack of regional and local resourcing is the fundamental issue behind performance. We recommend there is a significant uplift in funding for the emergency management sector, that is not sourced from rates funding.

Central government investment into the regional tier (CDEM Group Office) level is strongly recommended. Funding can be accompanied with key performance expectations, define items of focus for CDEM Groups and enable an overall uplift in resourcing and performance, on a consistent basis across the country.

Central government investment will also assist the current reality of differing rating basis for CDEM Groups, resulting in differing capacity and capability.

29. Do you think more fundamental changes are needed to the way emergency management is delivered at the local government level (for example, the CDEM Group-based model)? If so, why?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

Central government cost sharing or resourcing, to provide base level funding that supplements rates funded emergency management.

Issue 6.2: Providing for clear and consistent organisation and accountability for emergency management

We have identified options to ensure CDEM Groups are organised effectively, with clearer lines of accountability.

Refer to pages 28–31 of the discussion document to answer the questions in this section.

30. Do you agree with how we have described this problem?

☐ Yes ☒ No ☐ Not sure / no preference

Please explain your views.

Similar to item 27 assumptions are made that variations in organisation and accountability in emergency management results in poor levels of oversight.

The problem statement does not canvas existing CIMS doctrine for response hierarchy between regional and local levels.

The problem statement seems to focus more on the business as usual arrangements on the CDEM Group and member councils.

There appears to be a more fundamental problem with acceptance of the regional and local hierarchy in play, rather than differing regional structures of CDEM Groups and member councils.

Further work is recommended to more clearly understand and articulate the root cause of the problem.

31. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Options 2 and 3 are supported, with option 2 preferred.

Option 3 places additional resource burdens on the CDEM Group office, which may not be able to be funded from existing rates of member Councils. See responses to items 28 and 29 re CDEM Group funding.

Option 4 is not supported. Chief Executives have existing roles within response and recovery as executive members of governance arrangements. CE roles are strategic across the range of council concerns and they should remain in this strategic capacity. CEs are unlikely to

invest in capability development expected for Controller and Recovery Manager roles due to time limitations. Even where these roles are delegated to local Controller / Recovery Manager, there are potential unintended consequences of CEs overriding the delegated roles where they lack the training, experience and professional judgement.

32. Are there any other options that should be considered?

Please explain your views.

Central government cost sharing or resourcing, to provide base level funding that is supplemented by rates funded emergency management.

Issue 6.3: Strengthening the performance of Coordinating Executive Groups

We have identified options to strengthen how Coordinating Executive Groups provide advice to and implement the decisions of their CDEM Groups.

Refer to pages 31–32 of the discussion document to answer the questions in this section.

33. Do you agree with how we have described this problem?

☐ Yes ☐ No ☒ Not sure / no preference

Please explain your views.

The problem statement does not acknowledge the difference in Council members (who fund CDEM Group activities) and emergency service members. There is a tangible difference to the influence in decision making at CEG due to this factor. This may also influence the level of engagement at CEGs throughout the country.

34. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Option 2 is supported and preferred.

Options 3 and 4 place respective restrictions on how CEG operates.

Options 3 clouds the relationship with the CDEM Group Joint Committee, given the potentially introduced reporting and accountability line to the Director.

Option 4 is too inflexible and appears unworkable given restrictions on single delegate attendance and quorum requirements under local government model standing orders. The option would have significant impacts on any Iwi maori representation at CEG and appears unworkable.

35. Are there any other options that should be considered?

Please explain your views.

No.

Issue 7: Keeping emergency management plans up to date

We have identified options to make it easier to update the National CDEM Plan and CDEM Group plans, reflecting changes to roles and responsibilities.

Refer to pages 33–34 of the discussion document to answer the questions in this section.

36. Do you agree with how we have described this problem?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

Updating of national plans seems onerous and difficult, resulting in national plans not kept up to date. This has compounding impacts for CDEM Group planning.

37. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Options 2 and 3 are supported as both options will introduce efficiencies for national level planning requirements.

38. Are there any other options that should be considered?

Please explain your views.

None identified.

Other problems relating to this objective

39. Should we consider any other problems relating to responsibilities and accountabilities at the national, regional, and local levels?

Please explain your views.

Increase the frequency of updating the existing suite of directors guidelines, technical standards and information series. We would recommend stronger document control and revision arrangements at the national agency. This would likely benefit from increased national agency resourcing to achieve this.

Objective 3: Enabling a higher minimum standard of emergency management

Issue 8: Stronger national direction and assurance

Issue 8.1: Strengthening the Director's mandate to set expectations and monitor performance

We have identified options to enable a wider range of mandatory standards to be set, and strengthen the Director's ability to provide assurance about the performance of the emergency management system.

Refer to pages 36–37 of the discussion document to answer the questions in this section.

40. Do you agree with how we have described this problem?

☐ Yes ☐ No ☒ Not sure / no preference

Please explain your views.

We suggest that lack of regional and local resourcing is an additional issue behind performance, monitoring and assurance.

41. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

All combinations of options 2, 3 and 4 are supported. No preference is given.

42. Which aspects of emergency management would benefit from greater national consistency or direction?

Please explain your views.

NEMA should reintroduce the monitoring and evaluation processes that rated CDEM Groups and its members on consistent domains, standards and key performance measures. This process enabled CDEM groups to obtain an independent performance review and track progress through time. It is suggested this process occurs within the Group Plan 5 yearly cycle, with results required to be incorporated within a CDEM Group improvement plan with identified priority and associated resourcing.

43. Are there any other options that should be considered?

Please explain your views.

As proposed in item 42. We see this as a practical and useful part of the emergency management sector assurance process.

NEMA is in the unique position as system steward to reach across responsible central government agencies and to establish performance measures, track performance, and report in an appropriate manner within the National Risk and Resilience Framework.

Issue 8.2: Strengthening the mandate to intervene and address performance issues

We have identified options to better ensure those with legal emergency management responsibilities are meeting them sufficiently.

Refer to pages 37–39 of the discussion document to answer the questions in this section.

44. Do you agree with how we have described this problem?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

Well-articulated.

45. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Option 2 is supported and preferred. This appears to provide the most level of operational benefit at the lowest level of intervention.

Option 3 does not seem operationally effective. The current process of Group Plan input by the Minister is an example of an inefficient and problematic process.

46. Are there any other options that should be considered?

Please explain your views.

None identified.

Issue 9: Strengthening local hazard risk management

We have identified options to strengthen the way CDEM Groups and their members manage the risk of hazards in their areas, including by using CDEM Group plans more effectively.

Refer to pages 39–42 of the discussion document to answer the questions in this section.

47. Do you agree with how we have described this problem?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

Good summary of the problem of integrating all member Councils and additional legislative responsibilities.

48. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Option 4 is supported and preferred. Strong clear requirements for the process and content of the Group Plan is needed.

Option 5, strengthening the Ministers role, is not considered required, especially if option 4 is undertaken.

Options 1, 2 and 3 do not provide any more benefit to what already exists within relevant director guidelines.

49. What is the right balance between regional flexibility and national consistency for CDEM Group plans?

Please explain your views.

Mandate through secondary legislation. This achieves national consistency and clear states the requirements to be met.

50. What practical barriers may be preventing CDEM Group plans from being well integrated with other local government planning instruments?

Please explain your views.

The complexity of legislation in relation to risk reduction, is identified as the main barrier.

Additionally, the variability between districts in how they manage risk and the variability of tools/capability and capacity each council utilises contributes to wide variation in practice. Variability in prioritisation that each council puts on risk management, what they regard is important to focus their risk management capabilities on (i.e. infrastructure, assets, landuse planning) and what level of understanding councils have in managing risks (i.e. do they have the right skillsets) significantly prevents integration.

Question 50 also begs the consideration of how local government planning instruments recognise CDEM Group Plans. This points to consistency in legislation and national requirements and raises the barrier of alignment across differing legislation.

Collaboration between CDEM and local government is critical to enhance involvement, knowledge sharing, and effective local hazard risk management.

51. Are there any other options that should be considered?

Please explain your views.

Providing guidelines specifically for Group Plan writing, collaboration between the right people in CDEM and local government to share knowledge, enhance awareness of the crossovers and relationships between CDEM Group plans and local government planning instruments is recommended.

52. Do you think more fundamental changes are needed to enable local authorities to deliver effective hazard risk management? If so, why?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

Yes more fundamental changes are needed.

A solid foundation of hazard and risk research, data and information that is consistent across New Zealand (covering all of NZ, CDEM Groups and districts) is key and should be a focus of central government to enable better and more equitable risk informed decisions.

Additionally, having the right skillset within planning and policy teams is critical. Consistent training for teams (knowledge / training / capabilities) involved across the range of hazard risk management activity is key.

Robust legislative backing to enable consents to be declined if there is an issue. Currently under the Resource Management Act, district councils have S106 which acts as a backstop for subdivision consents, for example, if there are no triggers for considering hazards (i.e. no hazard overlay mapped). Requiring hazard risk assessment experts within councils to help undertake this consistently is recommended.

Issue 10: Strengthening due consideration of taonga Māori, cultural heritage and animals during and after emergencies

Issue 10.1: Considering taonga Māori and other cultural heritage during and after emergencies

We have identified options to ensure the impacts of emergencies on taonga Māori and other cultural heritage is considered appropriately.

Refer to pages 43–45 of the discussion document to answer the questions in this section.

53. Do you agree with how we have described this problem?

☐ Yes ☐ No ☒ Not sure / no preference

Please explain your views.

We are not sure whether there is sufficient evidence to highlight these as issues through the enquiry processes.

54. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Option 2 seems the most appropriate and workable solution.

55. Are there any other options that should be considered?

Please explain your views.

None identified.

Issue 10.2: Considering animals during and after emergencies

We have identified options to ensure the impacts of emergencies on pets, working animals, wildlife, and livestock is considered appropriately.

Refer to pages 45–47 of the discussion document to answer the questions in this section.

56. Do you agree with how we have described this problem?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

Seems to cover the impacts experienced in previous emergencies.

57. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Options 2 and 4 are supported and preferred.

58. Noting that human life and safety will always be the top priority, do you have any comments about how animals should be prioritised relative to the protection of property?

Please explain your views.

No.

59. Are there any other options that should be considered?

Please explain your views.

None identified.

Other problems relating to this objective

60. Should we consider any other problems relating to enabling a higher minimum standard of emergency management?

Please explain your views.

None identified.

Objective 4: Minimising disruption to essential services

Issue 11: Reducing disruption to the infrastructure that provides essential services

Issue 11.1: Narrow definition of "lifeline utility"

We have identified options to extend emergency management responsibilities to a broader range of infrastructure that provides essential services.

Refer to pages 50–52 and Appendix C of the discussion document to answer the questions in this section.

61. Do you agree with how we have described this problem?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

Covers the main issues for infrastructure resilience.

62. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Option 2 is preferred and supported. Expansion of the organisations with responsibilities to those with essential services is agreed. Specific secondary legislation is more flexible and can be added to with greater ease, particularly should be coupled with issue 7 solutions. Secondary legislation would still require a clear working definition of essential services.

Option 3 is not supported, as there are concerns with potential scope creep from a looser principle-based definition. A principles-based approach is also open to interpretation and results in less certainty in which organisations and sectors are included.

Under options 2 and 3, additional resourcing will be required to establish and maintain relationships within national and regional emergency management.

63. If we introduced a principles-based definition of "essential infrastructure", are there any essential services that should be included or excluded from the list in Appendix C of the discussion document?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

Include the following:

- Data Storage / ICT – agree these would need greater definition of those that are essential.
- Flood Protection.
- Financial Payment Services (cash / EFTPOS).
- Solid Waste.

- Hazard warning systems.

64. If you think other essential services should be included in the list in Appendix C, what kinds of infrastructure would they cover?

Please explain your views.

We support the National Lifelines Councils submission of and expanded set of Essential and Enabling Infrastructure, with an inclusion of organisations that are not infrastructure providers but rather Essential Services ('critical customers' of lifeline utilities).

Additional essential services to include:

- Health and Aged Care.
- Emergency Management.
- Emergency Services.
- Financial Services (banking).
- Fast Moving Consumer Goods.
- Education.
- Corrections.

65. Are there any other options that should be considered?

Please explain your views.

None identified.

Issue 11.2: Strengthening lifeline utility business continuity planning

We have identified options to ensure lifeline utilities have planned effectively for disruption to their services.

Refer to pages 52–54 of the discussion document to answer the questions in this section.

66. Do you agree with how we have described this problem?

☐ Yes ☒ No ☐ Not sure / no preference

Please explain your views.

Business continuity planning and emergency management, while overlapping, address different aspects of organizational resilience. Business continuity focuses on ensuring core internal business functions can be resumed after a disruption, while resilience to emergencies is more externally focused on the ability of infrastructure systems to withstand, adapt to, and recover from various stresses and shocks, ensuring essential services are maintained and disruptions are minimized. It involves the timely and efficient prevention, absorption, recovery, and adaptation of infrastructure to hazards, encompassing both the physical assets and the systems that support them.

Shared Risk Assessments are proposed to identify potential risks and threats that could affect both the immediate response and the long-term recovery, and take into account the significant interdependencies between essential infrastructure. This must be coupled with resilience action and investment plans to continuously build resilience over time.

The problem statement does not address the complexity of the New Zealand's infrastructure sector faces a complex web of challenges and actors. The sector grapples with aging infrastructure, population growth, and climate change, all while navigating a complex mix of public and private ownership, fragmented planning, and diverse regulatory requirements.

The problem statement does not address the number of organisations within each infrastructure sector. This is a volume problem for proposed business continuity assurance processes for the regulator (who is not defined).

67. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Options 2, 3 and 4 all raise a question of who will be the regulator for essential infrastructure business continuity, and what resourcing is required to perform this role. Currently NEMA or CDEM Groups, such as through exiting Lifeline Advisory Groups or the regionally based Lifelines Programme Managers employed in various capacities through CDEM Group Offices, are likely candidates for a regulator role. Or a new work group is resourced to carry this out. The EM Bill Discussion Document is silent on how this will be practically given effect to.

No resource exists for CDEM Group / regional or local involvement in a regulatory role.

We don't believe the focus on Business continuity planning is significantly broad to encompass infrastructure interdependencies and cascading network and service failures. The term 'business continuity planning' is often used in a specific context by lifeline utility organisations. Business continuity planning is another method of understanding organisational vulnerabilities but tends to focus on internal business process disruptions such as loss of a data centre or major office. BCPs therefore tend to focus on keeping the business going, and don't necessarily provide full coverage of the readiness and response arrangements with associated outward interaction with other organisations that restore service after a disruption.

None of the proposed options are considered suitable or sufficient.

68. Are there any other options that should be considered?

Please explain your views.

The 'lifeline utility sector' has an established 5-step process for undertaking vulnerability assessments, including identifying critical assets, assessing exposure and vulnerabilities to major hazards, assessing recovery times with consideration of interdependencies, and identifying mitigations to improve resilience. This work underpins lifeline utility emergency management and business continuity planning. It is suggested this approach could be strengthened through national consistency, director guidelines and funding to deliver this more comprehensively.

A suggestion therefore is to use the term 'lifelines emergency management plans' as a broad term encompassing plans for how lifeline utilities undertake risk reduction, readiness, response and recovery.

Issue 11.3: Barriers to cooperation and information sharing

We have identified options to strengthen cooperation and information sharing between lifeline utilities, CDEM Groups, and other agencies.

Refer to pages 54–57 of the discussion document to answer the questions in this section.

69. Do you agree with how we have described this problem?

☐ Yes ☒ No ☐ Not sure / no preference

Please explain your views.

The problem statement assumes that information sharing will solve the 'availability of information' problem. It does not address the difficulty of infrastructure providers to understanding network impact and accurately assess and communicate restoration times.

Accurate forecasts are problematic due to a complex interplay of factors, including unforeseen circumstances, the nature and extent of damage, and the availability of resources. These challenges can lead to significant variations in the actual restoration time compared to initial estimations.

Accurate restoration time estimates are crucial for scheduling repairs, managing resources, and communicating effectively with stakeholders. When these estimates are unreliable, planning becomes difficult, leading to delays and inefficiencies.

These issues are magnified multiple essential networks are affected.

70. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Options 2 and 4 are supported. It is recommended that Lifelines Groups recognised as the mechanism for this to occur, noting that while many lifeline utilities are active, voluntary participants, we need to lift performance and funding across all lifeline utilities.

Option 3, legislative requirement for lifeline utilities to input into Group Plans, is deemed burdensome of both the utilities and the CDEM Group office. There are other planning processes to achieve a common understanding of interdependencies, such as the proposed 'lifelines emergency management plans' (response 68).

71. Because emergencies happen at different geographical scales, coordination is often needed at multiple levels (local and national). Do you have any views about the most effective way to achieve coordination at multiple levels?

Please explain your views.

Yes greater coordination and different scale is important. We have no suggestions for how this can be achieved.

72. Are there any other options that should be considered?

Please explain your views.

None identified.

Issue 12: Strengthening central government business continuity

We have identified options to ensure central government organisations have planned effectively for disruption to their services. This includes options to expand the range of central government organisations recognised in the Act.

Refer to pages 57–60 of the discussion document to answer the questions in this section.

73. Do you agree with how we have described this problem?

☐ Yes ☒ No ☐ Not sure / no preference

Please explain your views.

The problem statement does not acknowledge the fundamental nature of accurate and considered risk assessment to inform cascading failures and interdependencies. As stated in item 66, business continuity planning (BCP) focuses on ensuring that internal critical business functions continue during and after disruptions. This is one consideration of a more expansive risk assessment and impact assessment.

Strengthening risk assessment processes to inform a more comprehensive BCP process will help inform resilience planning and action.

74. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

No specific comments.

75. Are there any other options that should be considered?

Please explain your views.

We support the proposal from the NZ Lifelines Council that recommend that those Central Government Agencies that provide essential services and are critical customers, be covered as appropriate through the 'Essential Services' requirements for business continuity planning.

Other problems relating to this objective

76. Should we consider any other problems relating to minimising disruption to essential services?

Please explain your views.

None identified.

Objective 5: Having the right powers available when an emergency happens

Issue 13: Managing access to restricted areas

We have identified options to improve the way cordons are managed.

Refer to pages 61–63 of the discussion document to answer the questions in this section.

78. Do you agree with how we have described this problem?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

This is a simple problem.

79. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Options 2 and 4 are supported.

Option 3 is not supported. The issuing of identification passes is problematic given the significant quantities required, and the complexity within lifelines utility organisations, contractors and subcontractor arrangements, and the costs associated with this, to make this solution unworkable.

80. Are there any other options that should be considered?

Please explain your views.

None identified.

Issue 14: Clarifying who uses emergency powers at the local level

We have identified options to ensure emergency powers sit with the most appropriate people at the local government level.

Refer to pages 63–65 of the discussion document to answer the questions in this section.

81. Do you agree with how we have described this problem?

☐ Yes ☐ No ☒ Not sure / no preference

Please explain your views.

We believe the problem statement is overstating the issue.

82. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

If a tidy up is deemed required, then option 2 is the preferred.

83. Are there any other options that should be considered?

Please explain your views.

None identified.

Issue 15: Modernising the process to enter a state of emergency or transition period

We have identified options to remove the requirement for a physical signature to declare a state of emergency or give notice of a transition period.

Refer to pages 65–66 of the discussion document to answer the questions in this section.

84. Do you agree with how we have described this problem?

☒ Yes ☐ No ☐ Not sure / no preference

Please explain your views.

Insert response

85. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Option 2 and 3 is supported.

Option 3 will require additional guidance of evidencing and recording requirements.

86. Are there any other options that should be considered?

Please explain your views.

None identified.

Issue 16: Mayors' role in local state of emergency declarations and transition period notices

We have identified options to make mayors' role in local state of emergency declarations and transition period notices more explicit.

Refer to pages 66–68 of the discussion document to answer the questions in this section.

87. Do you agree with how we have described this problem?

☐ Yes ☒ No ☐ Not sure / no preference

Please explain your views.

Group Plans are currently required to define the process for who can declare local states of emergency or notify periods of transition.

88. Do you have any comments about the likely impacts (benefits, costs, or risks) of the initial options we have identified? Do you have any preferred options?

Please explain your views.

Option 1, status quo is preferred, as this is not seen as an issue.

Option 2 appears to limit to ability of the CDEM Group to declare or notify for multiple districts or the CDEM Group boundary (region).

Option 3 states the CDEM Group to declare or give notice, however does not specify who or which role holder and is therefore unclear.

89. Are there any other options that should be considered?

Please explain your views.

Yes, reinforce the requirement of CDEM Group Plans to define which members within the CDEM Group Councils can declare states of local emergency and notice of local transition periods, and include the range of options with a preferred process without placing undue restrictions on these processes.

Other problems relating to this objective

90. Are there any circumstances where Controllers or Recovery Managers may need other powers to manage an emergency response or the initial stages of recovery more effectively?

Please explain your views.

None identified.

Other comments

91. Do you have any other comments relating to reform of New Zealand's emergency management legislation?

We wish to reiterate our statement is item 1 that the EM Bill discussion document fails to address recovery in any significant way.

Further work on a whole of govt approach to recovery, particularly beyond response and notice of transition periods, being the short, medium and long-term recovery timescales is needed.

NZ has experienced significant long-term recoveries over the past decade, with differing structures, resourcing and outcomes, yet no formal reviews have been undertaken. While the identified "Decision-making tools for significant natural hazards" (paragraph 16) addresses the central government policy and tools settings, it does not address the fundamental gap of legislation defining the role and responsibilities of appointed recovery managers in extended recoveries.

We request the recovery is given greater significance in the EM Bill reform as an item for future policy and engagement rounds.

From: Emergency Management Bill [NEMA] <EmergencyManagementBill@nema.govt.nz>
Sent: Monday, 9 June 2025 4:33 pm
To: Email addresses removed.
Cc: @NEMA Regional Partnerships [NEMA] <NEMARegionalPartnerships@nema.govt.nz>
Subject: EM Bill: targeted consultation on further issues - feedback by COB 16 June please

Caution: This is an email from an external party. Please take care when clicking links or opening attachments.

[IN-CONFIDENCE]

Tēnā koutou

The National Emergency Management Agency would like to thank you all for the input you have already provided to the new Emergency Management Bill, via submissions and participation in engagement to date. While we are working through submissions, we are writing to invite your feedback on additional issues or options that were not included in the discussion document “Strengthening New Zealand’s emergency management legislation”. We are sharing these matters with you **in confidence** and would appreciate your feedback by **COB Monday 16 June**.

For the issues attached and described below, we are particularly looking to understand whether you:

- agree with how we have described the problem?
- have any comments about the likely impacts of the options we have identified?
- have any preferred options?
- suggest any other options that should be considered?

1. Attached are documents on the following issues and options to address them, which were not included in the discussion document:

- **Extending states of emergency and transition periods.** This is a short 2 page document proposing one option (other than the status quo) for your consideration.
- **Offshore islands.** This issue is most relevant to the **Bay of Plenty and Canterbury** CDEM Groups. Please note we intend to engage with the relevant iwi in these regions too.

2. We are also seeking your views about a new option being explored in relation to Issue 3 from the Discussion Document, re: **Strengthening and enabling community participation in emergency management**. The option and its rationale are outlined below. In your response, there is no need to restate any of your submission points in relation to Issue 3 (or related Issue 1).

- **Issue:** We have analysed submissions and done some further thinking on the issue of strengthening and enabling community participation in emergency management. An issue not directly addressed is whether the rural sector should be more formally involved in planning activity across the 4Rs and advising the CDEM Group. The rationale is that the rural sector can

be particularly vulnerable due to geographic isolation, holds essential knowledge about their land and communities, are often the first to respond to emergencies in isolated areas, and have networks, structures, skills and resources to look after their communities that are invaluable in planning for and managing emergencies. Furthermore, helping farmers and the wider rural sector to recover quickly after an emergency is essential for mitigating economic damage, animal welfare concerns, and mental health problems.

- **NEW Option being explored:** We are therefore considering another option to require in legislation that CDEM Groups appoint a person with the skills, knowledge and or experience in the rural sector to be represented on Coordinating Executive Groups (CEG). We are aware that some CEGs already co-opt a rural representative – this option would seek to legislate that role. Please note we are engaging with MPI on this too.

We thank you again for your continued support of this mahi. Your views are a key input for informing the design of the new Emergency Management Bill.

We would appreciate your feedback by **COP Monday 16 June**.

Ngā mihi nui
Beth on behalf of NEMA Policy

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Attachment received with about email:

NEW ISSUE: PROVIDING GREATER OVERSIGHT OF STATES OF EMERGENCY AND TRANSITION PERIODS

States of emergency and transition periods unlock access to extraordinary powers, such as access to powers of entry on premises, mandatory evacuation, and closure of roads and public places.

As states of emergency and transition periods are able to be retained for extended periods, particularly for large scale or complex emergencies, it is important that appropriate oversight mechanisms are in place. Such oversight mechanisms need to be appropriately balanced against the administrative burden, particularly in the midst of an emergency or the transition into recovery.

What's the problem?

States of emergency and transition periods give access to extraordinary powers and therefore carry an expectation that they will be held and used appropriately, with appropriate oversight.

At present:

For local states of emergency (SOEs)

- there is no requirement to report on the rationale for a SOE nor the use of emergency powers following repeated extensions or once the SOE has ended.

For local transition periods (LTPs)

- there is no requirement to report on the rationale for a LTP and use of transition period powers following repeated extension until after the LTP has ended.

Inconsistent approaches to reporting may limit the level of oversight available and the ability for the government to identify wider barriers or gaps in legislation that could, for example, facilitate a quicker transition to recovery.

We have identified the following options to address this issue

- Status quo:** Although there is a requirement for the Minister to notify the House of Representatives if a transition period has been extended three or more times, there is no standing requirement for the authorising person to provide a report on the rationale or use of powers at this time for either a SOE or LTP.
 -
- Increased oversight through new reporting requirements (legislative and non-legislative):** This would allow the Director to set reporting requirements if a SOE or LTP has been extended three or more times, or once a SOE or LTP (of any duration) has ended. This could be aided through the use of non-legislative tools, such as templates, to minimise the administrative burden and set clear expectations on what is required. The Director would have discretion to set the tempo of reports for extended SOEs or LTPs beyond the third extension, to take account of the circumstances involved.

Examples of the type of information that might be requested through new reporting:

- Rationale for the SOE or LTP and how legal thresholds have been met
- What power(s) have been exercised, by whom, when, and rationale for their use
- Actions underway to move out from the SOE or LTP (for ongoing extensions)

Initial assessment of options to provide greater oversight of SOEs and LTPs

Options	Benefits of this option	Risks/costs of this option
Option 1: Status quo	Low administrative burden	Less oversight of access to and use of extraordinary powers.

		Difficult to identify regulatory barriers during an emergency or the transition to recovery.
Option 2: (legislative and non-legislative) Increased oversight through new reporting requirements	Greater oversight and public confidence in the access to, and use of, extraordinary powers. Compliance burden proportionate given extraordinary nature of powers. Improved ability to identify recurring issues or barriers encountered at the local level during an emergency or in the transition to recovery.	Increased administrative burden, although processes should already be in place to document key decisions around access to and use of powers.

Taranaki Emergency Management Office Response to Targeted Consultation – 12 June 2025

The Taranaki Emergency Management Group welcomes the opportunity to provide submission feedback on the new issues raised in the rapid consultation round as per below.

Officers of the Taranaki Emergency Management Office (TEMO) have compiled submission information from key response and recovery leaders.

Due to the short timeframe and incompatibility with our committee cycles, we have been unable to validate submission feedback through our Coordinating Executive Group or Joint Committee. As per usual process, submission feedback will form committee papers to these respective committees as a noting item.

We have submitted this feedback by deadline of **5pm, 20 May 2025**, via email to EmergencyManagementBill@nema.govt.nz.

NEW ISSUE: PROVIDING GREATER OVERSIGHT OF STATES OF EMERGENCY AND TRANSITION PERIODS

States of emergency and transition periods unlock access to extraordinary powers, such as access to powers of entry on premises, mandatory evacuation, and closure of roads and public places.

As states of emergency and transition periods are able to be retained for extended periods, particularly for large scale or complex emergencies, it is important that appropriate oversight mechanisms are in place. Such oversight mechanisms need to be appropriately balanced against the administrative burden, particularly in the midst of an emergency or the transition into recovery.

What's the problem?

States of emergency and transition periods give access to extraordinary powers and therefore carry an expectation that they will be held and used appropriately, with appropriate oversight.

At present:

For local states of emergency (SOEs)

- there is no requirement to report on the rationale for a SOE nor the use of emergency powers following repeated extensions or once the SOE has ended.

For local transition periods (LTPs)

- there is no requirement to report on the rationale for a LTP and use of transition period powers following repeated extension until after the LTP has ended.

Inconsistent approaches to reporting may limit the level of oversight available and the ability for the government to identify wider barriers or gaps in legislation that could, for example, facilitate a quicker transition to recovery.

We have identified the following options to address this issue

- a) **Status quo:** Although there is a requirement for the Minister to notify the House of Representatives if a transition period has been extended three or more times, there is no standing requirement for the authorising person to provide a report on the rationale or use of powers at this time for either a SOE or LTP.
- b) **Increased oversight through new reporting requirements (legislative and non-legislative):** This would allow the Director to set reporting requirements if a SOE or LTP has been extended three or more times, or once a SOE or LTP (of any duration) has ended. This could be aided through the use of non-legislative tools, such as templates, to minimise the administrative burden and set clear expectations on what is required. The Director would have discretion to set the tempo of reports for extended SOEs or LTPs beyond the third extension, to take account of the circumstances involved.

Examples of the type of information that might be requested through new reporting:

- Rationale for the SOE or LTP and how legal thresholds have been met
- What power(s) have been exercised, by whom, when, and rationale for their use
- Actions underway to move out from the SOE or LTP (for ongoing extensions)

Initial assessment of options to provide greater oversight of SOEs and LTPs

Options	Benefits of this option	Risks/costs of this option
Option 1: Status quo	Low administrative burden	Less oversight of access to and use of extraordinary powers. Difficult to identify regulatory barriers during an emergency or the transition to recovery.
Option 2: (legislative and non-legislative) Increased oversight through new reporting requirements	Greater oversight and public confidence in the access to, and use of, extraordinary powers. Compliance burden proportionate given extraordinary nature of powers. Improved ability to identify recurring issues or barriers encountered at the local level during an emergency or in the transition to recovery.	Increased administrative burden, although processes should already be in place to document key decisions around access to and use of powers.

Taranaki CDEM Group Feedback:

Have we described the problem?

Taranaki CDEM Group do not consider the problem definition is sufficiently stated (or evidence given as to the harm that is being addressed). It is not clear to us how the proposed options would help the “government to identify wider barriers or gaps in legislation that could, for example, facilitate a quicker transition to recovery”.

The problem definition does not describe the issue apart from an expectation that extraordinary powers “will be held and used appropriately, with appropriate oversight”. It assumes that repeated extensions are a problem.

- Query: What is the frame of reference for this expectation.
- Query: What are similar policy or legislative standards compared to in informing this view?

No analysis is provided on the extended use of SOE and LTP and consequences experienced by the general public. The driver therefore appears to be a Ministerial reporting obligation to Parliament.

- Query: The problem definition could be strengthened by a thorough analysis of the reasons SOE or LTP are extended, and what powers were applied for what effect instead of existing non-emergency legislative or policy provisions.

It is unclear what the lines of accountability and reporting obligations are in the Act, particularly when recovery may extend far beyond the legislative provisions of LTP, or in a bespoke all of government recovery framework (not specific to the CDEM Act or future equivalent).

- Query: Who are the reporting obligations to?
- Query: How do the reporting obligations change when outside of a LTP, i.e. extended recovery activities (termed short, medium or long-term recovery in the NEMA DGLs).

It is highlighted that there is inconsistency in the current CDEM Act (2002) reporting obligations on the use of powers for Controllers and Recovery Managers under a SOE versus LTP.

- Recommendation: Equal reporting obligations for Controllers and Recovery Managers by applied within legislation across SOE and LTP respectively.

Comments about the likely impacts of the options identified?

Option 1:

- Fails to address inconsistency issue identified by Taranaki CDEM Group and fails to support Ministerial reporting obligations.

Option 2:

Pros:

- Non-legislative reporting guidance, to support Ministerial reporting, is supported.

- Examples of the type of information requirements 1 and 2 are reasonable and supports the Minister to report.
- More frequent reporting is not likely to have significant negative impacts, depending on the extent of reporting anticipated. There is an administrative cost (noting that there is already a cost associated with the reporting/publication requirements of monthly extensions).

Cons:

- The Taranaki CDEM Group strongly oppose reporting on efforts being undertaken to get out of SOE or LTP. Reporting can only be achieved on the basis of what is currently known at the time decision are made.
- If implemented, the timeframes for reporting need to be stated.
- Potentially goes too far in applying appropriate oversight.

Preferred options?

Option two, with removal of reporting obligations on actions underway to move out from the SOE or LTP (for ongoing extensions).

Other options that should be considered?

Equal reporting obligations for Controllers and Recovery Managers by applied within legislation across SOE and LTP respectively.

ISSUE 3: STRENGTHENING AND ENABLING COMMUNITY PARTICIPATION IN EMERGENCY MANAGEMENT

- **Issue:** We have analysed submissions and done some further thinking on the issue of strengthening and enabling community participation in emergency management. An issue not directly addressed is whether the rural sector should be more formally involved in planning activity across the 4Rs and advising the CDEM Group. The rationale is that the rural sector can be particularly vulnerable due to geographic isolation, holds essential knowledge about their land and communities, are often the first to respond to emergencies in isolated areas, and have networks, structures, skills and resources to look after their communities that are invaluable in planning for and managing emergencies. Furthermore, helping farmers and the wider rural sector to recover quickly after an emergency is essential for mitigating economic damage, animal welfare concerns, and mental health problems.
- **NEW Option being explored:** We are therefore considering another option to require in legislation that CDEM Groups appoint a person with the skills, knowledge and or experience in the rural sector to be represented on Coordinating Executive Groups (CEG). We are aware that some CEGs already co-opt a rural representative – this option would seek to legislate that role. Please note we are engaging with MPI on this too.

Taranaki CDEM Group Feedback:

Have we described the problem?

Taranaki CDEM Group consider the problem definition (issue) to be very limited and does not explore the potential benefits of enhancing coordination with the range of rural and primary industry companies and community networks required to achieve enhanced coordination.

A single agency representative, by itself, will not achieve the level of coordination needed within the complex rural sector. The problem definition needs to articulate supporting coordinating mechanisms for regional rural sectors within CDEM Group areas, and national level bodies.

The problem definition provides no context is how rural and primary industry will be included within response and recovery arrangements. Identifying these will strengthen the issue description.

Comments about the likely impacts of the option identified?

New Option:

MPI is the most likely central government agency, however, is not considered representative of local rural issues. Regional Councils are also heavily involved in rural issues through existing environmental monitoring and resource planning.

- Query: What are MPIs views to how they would lead and support both national and regional level coordination?
- Query: Have the non-legislative engagement and coordination provisions been identified to support single agency representation?
- Query: Have resourcing implications been considered for non-MPI agencies, rural organisations / associations, and CDEM Groups?
- Query: Have the cascading changes to secondary order legislative mechanisms been considered, such as the National Plan?

Pros:

- Reinforces through legislation the significant impacts natural hazard events have on the nationally significant rural and primary industries sector.
- Enables a voice at the executive operational level within CDEM Group CEGs.
- Reinforces CDEM Group coordination practice within Taranaki (and some other CDEM Groups) where Primary Industry or Rural Coordinating Advisory Groups have formed independently to address the issue.

Cons:

- Has wide reaching coordination obligations that are not scoped.
- Has wide reaching implications for identification of rural sector roles and responsibilities, similar to the Lifelines / Critical or Essential Infrastructure sector. This needs fleshing out in secondary legislation (i.e. National Plan).
- Has financial implications for CDEM Groups and NEMA to resource rural coordination activity.

Other options that should be considered?

NEMA are referred to the extensive coordination arrangements led by the National Lifelines Council, which is separate and complementary to NEMA. There is significant resourcing and activity that occurs within CDEM Groups to align and support national coordination.

The National Lifelines Utility Sector coordinating mechanisms, supported by regional Lifelines Groups (and some Advisory Groups to CEGs), are recommended for consideration. Additionally Lifelines / Critical or Essential Infrastructure is supported by employed NEMA staff, a National member council, and Programme Manager staff FTE employed at the CDEM Group level.

Legislative provision for Lifelines / Critical or Essential Infrastructure is contained within existing CDEM Act, and is proposed to be amended / strengthened in the EM Bill. Similar provisions for rural representation could align with this.



Date: 7 August 2025

Subject: Volcanic Programme Management Plan

Author: C Campbell-Smart, Senior Projects Advisor and Group Recovery Manager

Approved by T Velvin, Group Manager/Controller – Taranaki Emergency Management Office

Document: TRCID-142626864-982

Purpose

1. The purpose of this memorandum is to present the draft Volcanic Programme Management Plan to the Taranaki CDEM Joint Committee.

Executive summary

2. Taranaki Emergency Management Office (TEMO) has scoped a Volcanic Programme Management Plan to deliver the scale and level of volcanic operational coordination needed to address emergency management for a large-scale volcanic eruption of Mouna Taranaki. This is consistent with the Investment Logic Mapping (ILM) approved option previously presented.
3. Programme success will be dependent on strong stakeholder engagement and alignment of efforts. To assist this a programme board is proposed to be established, along with the endorsement of the CEG and approval from the Joint Committee.

Recommendations

That Taranaki CDEM Joint Committee:

- a) receives the memorandum, *draft Volcanic Programme Management Plan*
- b) notes the contents of the memorandum
- c) approves the *draft Volcanic Programme Management Plan* report
- d) determines that this decision be recognised as not significant in terms of section 76 of the Local Government Act 2002
- e) determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with section 79 of the Act, determines that it does not require further information, further assessment of options or further analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.

Background

4. From 2019 Taranaki Emergency Management Office (TEMO) has partnered with the consortium He Mouna Puia Research Programme (HMP). The HMP programme is currently winding down and is preparing outputs and risk management implications for emergency management consideration.
5. Identifying post science programme next steps is the responsibility of emergency management.
6. A series of Investment Logic Mapping (ILM) workshops was commissioned by TEMO in August 2024. An options paper was presented to the Taranaki Coordinating Executive Group (CEG), with options ranging from do nothing, enhance regional coordination, and options with differing additional levels of resourcing for programme delivery.
7. Option 2 'enhanced regional coordination' was the preferred option and was approved. This option sees TEMO progressing targeted volcanic operational planning within existing resources and budget, beginning in 2025 over a 5-year work span, and will include project scoping for ILM Option 3, pursue external investment for programme coordination and delivery.

Issues

8. TEMO has scoped a Volcanic Programme Management Plan to deliver the scale and level of volcanic operational coordination required to improve regional readiness to a volcanic unrest and large-scale eruption of Taranaki Mouna, consistent with the approved option to progress targeted volcanic operational planning within existing resources and budget.
9. The draft Programme Plan sets the intention to deliver enhanced regional coordination over a five-year period. This programme will be treated as a priority work programme and will align with national catastrophic planning work (indicative timeframe 2025-2027) and leverage of He Mouna Puia science programme outputs.
10. By its very nature emergency management is a coordinated activity across multiple stakeholder groups and programme outcomes will invariably be dependent on strong stakeholder engagement and alignment of efforts. The draft Programme Plan focuses on the scale of work needed to deliver improved volcanic operational planning for the Taranaki region, delivered through coordination of multiple projects and core project deliverables undertaken by TEMO.

Discussion

11. The draft Volcanic Programme Management Plan is contained in Appendix 1 and is presented for the committee's approval.
12. The governance structure for the programme includes the establishment of a project board to provide assurance for the project's performance and products, separate from the project manager, managing relationships (interface) between the organizational and project ecosystems (i.e. extensive stakeholders). Project board formation is recommended to include:
 - a. CEG Chair
 - b. Programme sponsor
 - c. Group Controller representative
 - d. Group Recovery representative
 - e. Te Papakura O Taranaki representative.
13. Key elements of the programme plan include:
 - a. Alignment with existing national plans and strategies, including alignment with identified national priorities
 - b. Addresses the identified problems to be solved via the investment logic mapping process
 - c. Enhance regional coordination and alignment of efforts

- d. Takes a risk assessment approach to operational planning (in line with international best practice)
 - e. Involves multiple stakeholders with specific roles and responsibilities.
14. Specific deliverables to be achieved by TEMO throughout the programme include:
- a. Volcanic risk assessment threat to life
 - b. Major update to existing volcanic response plan
 - c. Volcanic risk assessment systemic disruption
 - d. Development of a new volcanic disruption and recovery plan
 - e. Volcanic risk reduction investment plan
 - f. Volcanic regional full-scale exercise.
15. Supplementary and supporting projects include:
- a. Priority routes planning using volcanic ash and lahar impacts [UNDERWAY]
 - b. Volcanic Unrest Activation Exercise – Taranaki Seismic Volcanic Advisory Group (TSVAG) [ACHIEVED]
 - c. Lifelines Vulnerability Study update
 - d. Regional Exercise Volcanic Eruption
 - e. Volcanic readiness lessons improvement plan
 - f. Volcanic Ash Debris Management Plan
 - g. Volcanic Resilience engagement programme.
16. Stakeholder engagement has occurred via TEMO established advisory group networks and representatives of Nga Iwi of Taranaki. Ongoing stakeholder engagement is a strong feature within the programme management plan, as success will hinge on alignment of effort and agreement of emergency management actions and coordination.

Options

17. Three Options are available to CEG. They are:
- a. Option 1 – CDEM Joint Committee receives the memorandum and approves the draft Volcanic Programme Management Plan
 - b. Option 2 – CDEM Joint Committee receives the memorandum and instructs that changes be made to the draft Volcanic Programme Management Plan, for presentation back to the committee. The committee will need to specify the changes to be made, and the timeframe expected for completion. This option will delay the formal commencement start of the programme, but not necessarily the preparation steps currently underway (for example receipt of all related Research published, Science Programme GIS spatial layers, or supporting projects)
 - c. Option 3 – CDEM Joint Committee receives memorandum and notes that the Volcanic Programme Management Plan be ceased. This option essentially recommends a ceasing of the programme and is a reversal of the Joint Committee decision to undertake enhanced regional coordination for volcanic risk management.
18. Option 1 is the preferred option and will enable TEMO to advance the programme delivery as per the attached plan.

Significance

19. The recommended options are considered to be not significant and will be undertaken within the current TEMO budget arrangements. The matter is consistent with the operative Taranaki CDEM Group Plan, including but not limited to the accuracy and currency of all response plans, the CDEM Group will seek out and encourage applied hazard science research to benefit risk reduction planning.

Financial considerations—LTP/Annual Plan

20. This memorandum and the associated recommendations are consistent with the CDEM Group's financial policies, and its members adopted Long-Term Plans and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.

Policy considerations

21. The memorandum is consistent with the *Taranaki CDEM Group Plan* and the *Group Financial Policy*.
22. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the *Local Government Act 2002*, the *Resource Management Act 1991*, *Local Government Official Information and Meetings Act 1987*, the *Civil Defence Emergency Management Act 2002* and the *National Disaster Resilience Strategy 2019*.
23. This memorandum utilises and aligns with the *Taranaki Emergency Management Hazard Risk Assessment Report 2023* which highlights Taranaki Mounga – Large volcanic eruption as having a very high-risk rating.

Iwi considerations

24. The He Mounga Puia Transitioning Taranaki to a Volcanic Futures project engaged strongly with iwi and hapu. Related to volcanic iwi engagement, the He Mounga Puia project team have been leading a Marae Roadshow – a suite of knowledge sharing hui to support preparedness within the Taranaki rohe.
25. A member of the 3 Waka was invited to participate in the ILM process.
26. TEMO continues to engage with Nga Iwi of Taranaki on volcanic operational planning, in particular decision-making considerations for the closure of Te Papakura o Taranaki for lifesafety reasons before and during volcanic eruption.

Community considerations

27. Volcanic hazards and risks, and the management thereof, are considered relevant to all people and communities of Taranaki.
28. Consequence levels to the economic, social, built and natural environments are projected to be significant.
29. Communities bordering Te Papakura o Taranaki, rural communities as well as those situated within the ring plain are considered most at risk. Infrastructure assets such as power and water supplies which directly and significantly affect the health and wellbeing of the Taranaki community, are vulnerable to volcanic phenomena.
30. Volcanic impacts on the community have been considered, however at this early stage in the planning process, direct community engagement is out of scope. We will be pursuing community engagement in the future.

Legal considerations

31. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the CDEM Group listed in Section 17(3) of the *Civil Defence Emergency Management Act 2002* and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

Appendices/Attachments

TRCID-1492626864-990: [Volcanic Operational Planning – Programme Management Plan – April 2025](#)

TRCID-1492626864-984: [Volcanic Operational Programme Plan Presentation – April 2025](#)

VOLCANIC OPERATIONAL PLANNING

PROGRAMME MANAGEMENT PLAN

April 2025

DOCUMENT CONTROL

Document information

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Author: **Craig Campbell-Smart**
Prepared for: Todd Velvin
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Distribution list

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Programme Management Board	To be determined

Confidentiality

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DRAFT

EXECUTIVE SUMMARY

The Volcanic Operational Planning Programme Plan focuses on how the Taranaki Emergency Management Office (TEMO) will meet its responsibilities under the Civil Defence Emergency Management Act (2002) (CDEMA) to plan for volcanic unrest and eruption from Taranaki volcano¹.

The Programme Plan sets the intention to deliver enhanced regional coordination over a five-year period. This aligns with the approved level of service from the Taranaki CDEM Group Joint Committee to deliver a coordinated programme within current TEMO budget. This programme will be treated as a priority work program and will align with national catastrophic planning work (indicative timeframe 2025-2027) and leverage of He Mouna Puia science programme outputs.

A programme management approach is taken to focus on achievement of strategic objectives over discrete project phases. Programme management is focused on aligning projects with broader organisation goals, ensuring projects and partners work together to achieve them. By its very nature emergency management is a coordinated activity across multiple stakeholder groups. Programme outcomes will invariably be dependent on strong stakeholder engagement and alignment of efforts.

This Programme Plan focuses on the scale of work needed to deliver improved volcanic operational planning for the Taranaki region, delivered through coordination of multiple projects. Core project deliverables are delivered directly by TEMO. Various associated projects will also take place, associated with but not part of the programme. Stakeholder involvement is required at each project stage.

The Programme will be coordinated by the TEMO Senior Project Advisor, with participation and contributions from the TEMO team as wider project members and select key CDEM personnel. The Programme Sponsor is the TEMO Group Manager. Programme oversight will be undertaken by A Programme Management Board, who will provide programme accountability and report to the Taranaki CDEM Group Coordinating Executive Group.

BACKGROUND

From 2019 Taranaki Emergency Management Office (TEMO) has partnered with the consortium He Mouna Puia Research Programme (HMP). The research received a 2019 Endeavour Fund grant of \$13,676,785 plus GST over five years, making it the second largest project in that funding round. HMP was led by Auckland University, with collaboration with a range of researchers from local and international universities, Crown Research Institutes, and businesses. An Endeavour Fund granted an additional \$1 million over the same five-year period for rural and volcanic streams.

The focus of HMP was economic and social effects from a long-term, ongoing disruption caused by volcanic eruptions. This project aims to assist the Taranaki CDEM group to:

- Better predict when an eruption is imminent and make evacuation decisions.
- Understand how each eruption or period of unrest is likely to develop.
- Know what the impacts of each type of eruption are likely to be on infrastructure, people and the economy.
- Make better decisions during responses and recovery phases.
- Understand and help the region to adapt and thrive during long periods of unrest/eruptions.

¹ Taranaki volcano is referred to with various titles. The term Taranaki Mouna is the official term following settlement with regional Iwi. The mountain region is of considerable cultural significance to Taranaki Māori and its designation of legal personhood is a long-awaited acknowledgment of their relationship to it, including that it is considered an ancestor. The project plan refers to Taranaki Mouna as Taranaki volcano to focus attention on the volcanic processes and impacts that are legally required to be managed.

The HMP programme is currently winding down and is preparing outputs and risk management implications for emergency management consideration. A critical science output to enable emergency management volcanic operational planning, is production of a research output summary and implementation recommendations. It is also noted that research activities will continue post HMP programme, as deliverables are completed. This is estimated to continue post three years of the programme.

Identifying post science programme next steps is the responsibility of emergency management. A series of Investment Logic Mapping (ILM) workshops was commissioned by TEMO in August 2024. This focused on looking at how we achieve an outcome of *working together to reduce Taranaki Mouna's volcanic impacts on Taranaki*. A contractor was engaged to facilitate four workshops to create a clear investment story in plain English on a single page and depicts intervention options, and the logic that underpins the investment (relevant documents are available in the appendices).

An options paper was presented to the Taranaki Coordinating Executive Group (CEG), with options ranging from do nothing, enhance regional coordination, and options with differing additional levels of resourcing for programme delivery. Option 2 '*enhanced regional coordination*' was the preferred option and was approved. This option sees TEMO progressing targeted volcanic operational planning within existing resources and budget, beginning in 2025 over a 5-year work span, and will include project scoping for ILM Option 3, pursue external investment for programme coordination and delivery. The deliverables identified in the ILM preferred option, which will be addressed throughout the programme delivery, are:

- Develop & share with users an up-to-date Plan that outlines specific roles and responsibilities for those involved in the Plan.
- Conduct a regional exercise using a scenario that details the scale of impacts and use the outcomes of the exercise to understand each agency's capabilities, test interagency collaboration, and explore practical solutions to challenges.
- Complete a risk and management 'stocktake' or assessment to highlight gaps and areas for improvement, informing future planning and mitigation strategies.
- Scope and design the next steps for regional response efforts, focusing on critical priority areas for enhancing regional coordination.

A Taranaki volcanic eruption is assessed as the maximum credible risk for the region. The combination of HMP research programme and regional risk assessment has confirmed that:

- The likelihood of a volcanic eruption has a probability of 30-50% in the next fifty years (He Mouna Puia research program).
- A Taranaki Mouna eruption has been assessed as having a very high-risk rating based upon the likelihood of occurrence and the overall level of consequence following assessment (Group Plan Risk Assessment).
- Volcanic eruption risk is included as a national level risk for both Auckland volcanic field and Taranaki volcano eruptions (Hazard Risk Board).
- He Mouna Puia project highlights the significant impacts a period of unrest and/or eruption sequence will have on people, economy and the environment. The complexity and level of impacts forecast by the research program are significant and problematic requiring time and effort into development of unrest, response and recovery plans.
- Planning and mitigation activities need to be undertaken now to ensure a resilient future in Taranaki, with the investment logic mapping process used to explore a range of risk mitigations approaches and potential next steps.
- The impacts of Taranaki volcanic eruption will be significant regionally and nationally, with the disruption from nationally significant oil and gas extraction and transmission sector, as this generates solely from the Taranaki region.

Building on the momentum from the He Mouna Puia research program, increasing preparedness for volcanic unrest or eruption advances the region's planning for a maximum creditable event. Operational planning will leverage of the recently completed national Catastrophic Event Handbook, and intended regional role out, to develop a blueprint to regional coordination and national support to the volcanic impacts. This process will significantly improve the level of response planning at scale to significant risks faced by the region, with issues and impacts applicable across multiple hazard impacts.

Background material can be found in Appendix 1.

STRATEGIC ALIGNMENT

The project will provide the following benefits and alignment with the following:

- National Disaster Resilience Strategy
- National Plan
- National Emergency Management Agency Catastrophic Event Handbook
- Taranaki Civil Defence Emergency Management Group Plan
- Taranaki Response Management Plan and associated response plans

PROGRAMME CONTEXT

Programme context refers to the surrounding environment, including social, political, economic, and organisational factors, in which a programme is being implemented. During the life of the Volcanic Operational Planning project, the following sector wide issues will influence success:

Sector wide Issues	Programme Impact
Emergency Management system reforms, including Emergency Management Bill	The Government has released its long-term vision to strengthen New Zealand's disaster resilience and emergency management. <i>Strengthening Disaster Resilience and Emergency Management</i> sets out the Government's overarching vision to strengthen New Zealand's emergency management system over the next five years. As part of the work programme, a new Emergency Management Bill will be introduced this term. National priorities are: • Give effect to the whole-of-society approach to emergency management. • Support and enable local government to deliver a consistent minimum standard of emergency management across New Zealand. • Professionalise and build the capability and capacity of the emergency management workforce. • Enable the different parts of the system to work better together. • Drive a strategic focus on implementation and investment to ensure delivery. You can view the programme at: https://www.dpmc.govt.nz/publications/strengthening-disaster-resilience-and-emergency-management
Emergency Management	The Emergency Management System Improvement Programme (EMSIP) is the programme to implement change in the emergency management system after the

System Improvement Programme (EMSIP)	Government Inquiry into the Response to the North Island Severe Weather Events. EMSIP is led by the National Emergency Management Agency (NEMA). The Government response to the Report of the Government Inquiry outlined the direction of travel for a five-year work programme to strengthen the emergency management system. The focus areas are in-line with the national reform and priorities and will involve implementation of system improvements at the national level. This is expected to have cascading impacts to the 16 CDEM Groups and local authorities. You can view the programme at: https://www.civildefence.govt.nz/cdem-sector/emergency-management-system-improvement-programme.
NEMA Catastrophic Event Handbook Implementation	The National Emergency Management Agency Te Rākau Whakamarumaru has released the first version of the Catastrophic Event Handbook. The Handbook has been developed in conjunction with many agencies, and it is one of the outputs from NEMA's wider Catastrophic Planning programme. NEMA intends to continue development of the CatPlan work, including a strong focus on regional role out within CDEM Groups, with a focus on regional large scale hazards impacts. This includes Taranaki volcanic eruption. You can access the plan at: https://www.civildefence.govt.nz/assets/Uploads/documents/publications/Cat-plan/NEMA-Catastrophic-Event-Handbook-V1.pdf
Crown Research Institutes merger in Public Research Organisations	The Government is making changes to New Zealand's science, innovation and technology system to set a clear direction, lift economic growth and position New Zealand for the future. Changes include establishing a Prime Minister's Science Innovation and Technology Advisory Council, establishing new agency Invest New Zealand, refocusing New Zealand Trade and Enterprise (NZTE), disestablishing Callaghan Innovation and redistributing its most important functions to other parts of the system, establishing four future-focused Public Research Organisations, and developing a national policy to better manage intellectual property. This will have impacts to key science service partners GNS Science and Met Service, who provide significant science expertise and risk oversight to volcanic risk and ash forecasting. You can view the announcement at: https://www.mbie.govt.nz/science-and-technology/science-and-innovation/agencies-policies-and-budget-initiatives/refocusing-the-science-innovation-and-technology-system
New Zealand Energy Strategy	MBIE is progressing work on an energy strategy that will set out the Government's role in creating an energy system that is fit for the future. The focus is to ensure security of supply and affordability as the energy system decarbonises. The Government's approach is to remove barriers, provide certainty and ensure incentives are aligned across the system.

	This has an impact on the programme given the significant volcanic exposure and disruption to Taranaki generation, transmission and distribution. You can view the announcement at: https://www.mbie.govt.nz/building-and-energy/energy-and-natural-resources/energy-strategies-for-new-zealand/new-zealand-energy-strategy
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GOALS AND OBJECTIVES

The primary goal of the programme has been identified through the Investment Logic Mapping process, which developed a shared regional goal with emergency management stakeholders of *“working together to reduce Taranaki Mounga’s volcanic impacts on Taranaki”*.

The problems to be resolved (benefits) through this project include:

- People are not clear on what they and others should be doing to reduce the impacts, so the risk is not being well-managed.
- People do not understand the scale of the impacts or the possible solutions resulting in slow progress towards reducing the impacts.
- There is no clear collective plan to reduce the impacts, resulting in limited action being taken to reduce the impacts.

The following objectives will be achieved throughout this project:

- Develop and share with users an up-to-date Plan that outlines specific roles and responsibilities for these involved in the Plan.
- Conduct a regional exercise using a scenario that details the scale of impacts and use the outcomes of the exercise to understand each agency’s capabilities, test interagency collaborations, and explore practical solutions to challenges.
- Complete a risk and management ‘stocktake’ or assessment to highlight gaps and areas for improvement, informing future planning and mitigation strategies.
- Scope and design the next steps for regional response efforts, focusing on critical priority areas for enhancing regional coordination.

APPROACH

Volcanic operational planning is complex and requires a multifaceted approach to address risk and build operational readiness. Volcanic response management also involves multiple stakeholders with specific roles and responsibilities.

The aim is to deliver increased operational response planning maturity over the life of the programme, achieved through discrete project phases. A programme management framework will be used to bring a structured approach to related projects ensuring these are aligned, and project outcomes accumulate in overall programme benefits for the Taranaki community.

Programme Management rests on three distinct pillars: planning, control and communication. This programme plan is step one in the process, that clearly outlines objectives, timelines, key milestones, how resources will be allocated, and the involvement of significant numbers of emergency management stakeholders. This programme management plan keeps everyone on the same page and ensures there's no confusion about what needs to get done and when.

Discrete projects will be delivered through the life of the overall programme, some lead by TEMO (CDEM regional Office) and other by emergency management partners. A number of supplementary and supporting projects delivered by TEMO have also been identified as contributing to volcanic operational planning, however in a more indirect way – these are included in the programme management framework to ensure alignment.

TEMO will deliver projects directly as part of the programme. These will be managed as a separate components of project work, and project management plans, ensuring that individual project outputs contribute towards the value add of the overall programme goals and objectives. These can be considered as major programme milestones, with the intent to build and leverage off previous stages to progressively solve identified problems and meet programme objectives.

The overall Volcanic Risk Planning programme and timeframe is shown in Figure 1: Programme Management Plan Timeframe.

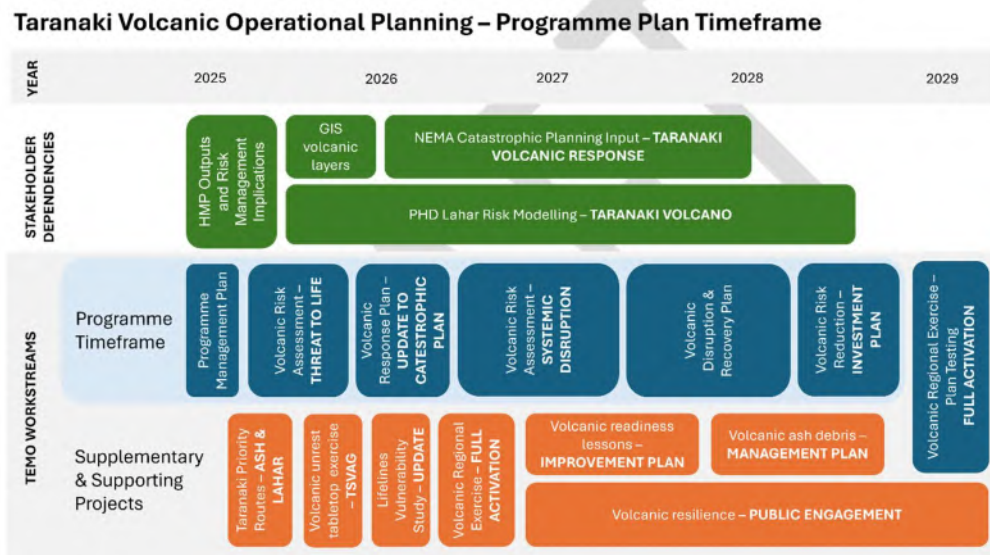


Figure 1: Programme Management Plan Timeframe

Discrete Project descriptions that make up the overall Programme are contained in Appendix 2.

SCOPE

In scope

The following are in scope for the project:

- Clear visibility of volcanic operational improvement plan.
- Engagement with stakeholders in relevant programme phases and projects.
- Comprehensive risk assessment of existing Emergency Management plans.
- Updating existing Taranaki Volcanic Response Plan.
- Creation of new Taranaki disruption and recovery planning for regional long-term impacts.
- Testing of agency readiness and identification of improvements to agency response plans through a regional full activation exercise.
- Programme evaluation and identification of areas requiring additional investment to improve volcanic operational readiness.

Out of scope

The following are out of scope for the project:

- National level volcanic risk and impacts management, response and recovery planning.

DELIVERABLES

The following key deliverables (outputs) will be delivered as a result of undertaking the project:

Project stages are aimed to meet the following objectives:

Project stage	Project Name	Outcome
1	Volcanic risk assessment – threat to life	Identify and understand the proximal source volcanic risks from the volcanic vent that pose a direct threat to life.
2	Volcanic response plan – update to catastrophic plan	A major update to TEMOs existing Volcanic Response Plan based on evidenced risks to life (stage #1) and to improve the depth of response operational planning to incorporate recent national Catastrophic Planning developments.
3	Volcanic risk assessment – systemic disruption	Identify and understand the distant source volcanic risks from the volcanic vent that pose direct and indirect impacts to community, such as service and infrastructure outages and cascading failures.
4	Volcanic disruption and recovery plan	Develop a new plan that canvases management options for sustained systemic impacts to the region (previously assessed in stage 3) and complements and continues from the life safety response plan ² .
5	Volcanic risk reduction – investment plan	Evaluation of programme outcomes and scoping of improvement areas for the advancement of volcanic operational readiness. Includes creation of an investment plan to source external funding.

Supplementary and supporting projects include:

Project stage	Project Name	Outcome
2025	Priority Routes	Using volcanic ash and lahar risk exposure forecasts from the L1 Scenario suite, this project will identify road segment exposures where road transport access may be lost and identify the priorities for service restoration.
2025	Volcanic Unrest Activation Exercise – Taranaki Seismic Volcanic Advisory Group (TSVAG)	Conduct a desk top exercise, using the New Zealand Volcanic Science Advisory Panel (NZVSAP) to explore and define the science advice technical

² Noting flexibility required to be able to shift between life safety response and disruption and recovery management, due to multiple eruptive phases forecast to occur over the course of an eruption.

		support role for the Taranaki Emergency Coordination Centre.
2026	Lifelines Vulnerability Study – update	The Vulnerability Study was completed in 2020 and is due for updating. TEMO will take the opportunity to incorporate the latest volcanic infrastructure impact information.
2026/27	Regional Exercise – Volcanic Eruption	Conduct a full-scale Taranaki region activation to a volcanic eruption scenario, incorporating volcanic unrest phases.
2026/27	Volcanic readiness lessons improvement plan	Identify community readiness messages and target populations to improve resilience to volcanic impacts.
2028	Volcanic Ash Debris Management Plan	Prepare a response management plan to define the problem with volcanic ash debris management and develop management options.
2027-2029	Volcanic Resilience engagement programme	Deliver a programme of public engagement across platforms and delivery methods, to raise awareness and understanding of actions to take to improve resilience to volcanic impacts.

ASSUMPTIONS AND CONSTRAINTS

Assumptions

The following assumptions have been identified in the delivery of this project:

- Availability of regional response stakeholders to participate in project stages.
- Support from National Emergency Management Agency is regards to catastrophic plan elements.
- Continued support and scientific expertise from science community in relation to Taranaki Volcanic risks.
- Prioritisation of Programme Manager responsibilities to ensure adequate time is allocated to project stages.
- Release of TEMO staff to contribute to programme and project outputs.

Constraints

The following constraints have been identified in the delivery of this project:

- No allocated operational budget for completion of project stages. The project will be required to be delivered within existing TEMO budget.
- The ability to upload and share gis files through ARC gis system due to cost of upload credits.

PROJECT TEAM

The project team consists of the following roles:

Project team	Role	Assignment
Programme Board	• Providing project assurance for the project's performance and products, separate from the project manager	CEG Chair Programme sponsor Group Controller representative

	- Aligning the project with business strategy and objectives through the business case - Governing the project, defining the rules and constraints - Prioritizing the safety and well-being of the project team - Monitoring social cohesion within the project ecosystem - Managing relationships (interface) between the organizational and project ecosystems	Group Recovery representative Te Papakura O Taranaki representative
Programme executive / owner	- Carry ultimate responsibility for the project - Approve all changes to the project scope - Provide additional funds for scope changes - Approve project deliverables	Sven Hanne (CEG Chair)
Programme sponsor	- Make key business decisions for the project - Approve the project budget - Ensure availability of resources - Communicate the project's goals throughout the organization	Todd Velvin
Programme Manager	- Develop a project plan - Manage deliverables according to the plan - Recruit project staff - Lead and manage the project team - Determine the methodology used on the project - Establish a project schedule and determine each phase - Assign tasks to project team members - Provide regular updates to upper management	Craig Campbell-Smart
Programme Team Members	- Contributing to overall project objectives - Completing individual deliverables - Providing expertise - Working with users to establish and meet business needs - Documenting the process	TEMO staff

TIMELINE

Programme start date	April 2025
Programme end date	December 2029

Major milestones

Milestones are defined as a point in time when a deliverable or set of deliverables is available.

Examples of milestones are: Project Brief signed off by steering group; training delivered; system live.

The following key project milestones have been identified for the project:

Key project deliverable milestone	Estimated delivery date
#1 Volcanic risk assessment – threat to life	November 2025
#2 Volcanic response plan – update existing to catastrophic plan	June 2026
#3 Volcanic risk assessment – systemic disruption	November 2027
#4 Volcanic disruption and recovery plan	December 2028
#5 Volcanic risk reduction – investment plan	August 2029

Appendix 2 provides a high level project summary for each project stage.

RISK REGISTER

The table below identifies the top-level risks that if they happen would negatively impact on the project. These risks could impact on any aspect of the project – time, cost, quality.

Risk	Cause	Impact	Likelihood	Mitigation
Resource crunch	Key staff leave TEMO and there is a lack of skilled staff to continue delivery.	The programme is stalled or stopped.	High.	Ensure management and TEMO team are regularly briefed. Include other staff in programme delivery for continuity and development opportunities.
Scope creep	Unplanned changes to the programme that can disrupt timeline.	The programme stalls and does not deliver expected outputs.	High.	Close management to agreed programme management plan. Change management request process and resetting of programme milestones, outputs and outcomes.
Conflicts	Disagreements or unmet expectations from stakeholder, sponsors, team, or users.	The programme does not realise increased volcanic operational planning.	High.	Stakeholder management and involvement within project stages. Testing and validation of developed operational plans.
Cost overruns	Unforeseen expenses for project phases.	Costs place financial strain of TEMO budget, requiring funding reallocation.	Moderate.	Regular programme and project reporting between Programme Manager and TEMO Group Manager.

Performance risk	Project outputs fail to deliver enhancements to volcanic operational planning capacity.	Desired outcomes don't come as planned by the project managers or sponsor.	Moderate.	Stakeholder management throughout programme phases. Validation and testing of plans.
External risks	Changes in Emergency Management requirements from identified sector wide context or unidentified source.	The programme requires major adjustment, is stalled or stopped.	Moderate.	Regular review and awareness of direction of travel for sector wide issues, and continued alignment of programme with national priorities.
Schedule risks	Project phases take longer than expected.	Extension to delivery of programme outputs and outcome.	Moderate	Regular programme and project reporting between Programme Manager and TEMO Group Manager. Renegotiation of timeframes.

BUDGET AND RESOURCES

Presently, there is no budget assigned to the Volcanic Operational Planning and work is to be completed through existing TEMO staff resources.

Where costs are required (i.e. facilitation of workshops, travel, or catering) this will be confirmed with TEMO Group Manager and the table below will be updated.

Resources required

The majority of resources provided are staff time both internally (Taranaki CDEM) and externally (stakeholders identified in Appendix 1). For the purposes of this section only Taranaki CDEM staff have been listed.

Resource (Personnel)	Estimated days required (FTE per week)
Craig Campbell-Smart, Senior Project Advisor	0.4 FTE
Other TEMO team members as required	Non-defined

STAKEHOLDERS

The range of stakeholders impacted by a volcanic eruption within Taranaki is significant. Appendix 3 lists the identified key stakeholders and broader sector groups directly relevant to the programme.

Stakeholder engagement and management will take two forms:

1. Directly with key stakeholder organisations,
2. Broad engagement via existing sector Advisory Groups.

Direct stakeholder engagement will focus on specified agencies understanding volcanic risks for agency operations, surface capability and capacity gaps and input into tactical plans for response coordination.

Sector Advisory Groups will be used to keep wider stakeholders informed of the programme and explore and test coordination arrangements.

COMMUNICATIONS

A program communication plan outlines how information will be shared with stakeholders and team members throughout a program, ensuring everyone is informed and aligned.

Programme and Project communications will occur via:

- Regular technical programme management reporting to TEMO leadership.
- Project stage report outputs.
- Committee reports to Taranaki CDEM Coordinating Executive Committee and Joint Committee.
- Programme Board meetings.

Stakeholder communications will occur via:

- Programme communication at Advisory Group meetings.
- Project and special topic workshops.
- Individual project stakeholder engagement meetings.
- Programme update via TEMO Newsletter.

IMPLEMENTATION

Programme risk assessment outputs will form part of the comprehensive risk assessment knowledge base for the Taranaki CDEM Group Office. This will inform future Group Plan Risk Assessments.

Operational Plans (*Volcanic Unrest & Response Catastrophic Plan* and *Volcanic Disruption and Recovery Plan*) are the tactical response planned for addresses volcanic risks. These documents will be managed via TEMO's Controlled Document process to ensure robust version control, audit trail, controlled access and scheduled review and updates. These documents will form the basis for response and recovery management during an actual volcanic event.

Programme evaluation will test the comprehensiveness and suitability of volcano operational plans and will identify continuous improvements and next version changes.

The Volcanic Resilience Partnerships and Funding Plan will form the forward plan to seek partnership support that aligns with the identified resilience investment priorities, which will provide the compelling evidence of need from prior risk assessments and operational planning.

CHANGE REQUESTS

As the intent of this project plan is capture the strategic recovery planning development process for the "Project Manager" changes will be made within this document as and when required. Any substantial changes being made to agreed timeframes or overall outcomes to deliver the Strategic Recovery Plan must be coordinated and approved by the CDEM Group Manager (Todd Velvin - acting).

EVALUATION

Evaluation of the programme will provide answers to the questions 'did we do what we set out to do?' and 'Is this going well?'

Programme evaluation will be undertaken as follows:

What programme process will be evaluated?	Questions	Method/measure
	Did the programme deliver on outputs and outcomes as planned? (efficiency and effectiveness)	Process review.
	Have applied project activities and their delivery methods been effective? Are there aspects that could have been done differently? (process effectiveness)	Process review. Project stage review.
	Is the programme being delivered on budget? What aspects of the participatory elements of the programme and project stages could be done differently next time to cut costs while still delivering achievements? (efficiency)	Estimate of project hours. Budget spend.
	To what extent did the initiative deliver against the needs of key stakeholders? Were the size, scale and approach taken for each need appropriate? (impact & efficiency)	Legislative requirements are met. Delivery of response plans that enhance operational arrangements.
What impact evaluation will be undertaken, i.e. did we achieve the goal of the programme?	Is the wider project story being told? What range of outcomes (intended and unintended) has the programme contributed to – taking account of each of social, economic, environmental and cultural considerations (impact)	Incorporation of volcanic risks within stakeholder agency response plans.
	How has the project influenced the stakeholder community, and what capacities has it built? (impact)	Evaluation feedback from stakeholders at project stage completion. Stakeholder operational / response plans adjusted for defined volcanic risks.
	Is the project impacting positively on key groups and issues that have been identified as important in project design? (impact)	Identification and incorporation of issues within the strategy, and in future work plans.
What outcomes do we want to evaluate (longer term)?	Is there evidence that the initiative is likely to grow – scaling up and out – beyond the project life? (sustainability)	Attraction of external investment, or budget commitment by stakeholders, to address surfaces volcanic risks.

APPROVAL

Approval to proceed with the project is indicated by the following signatures:

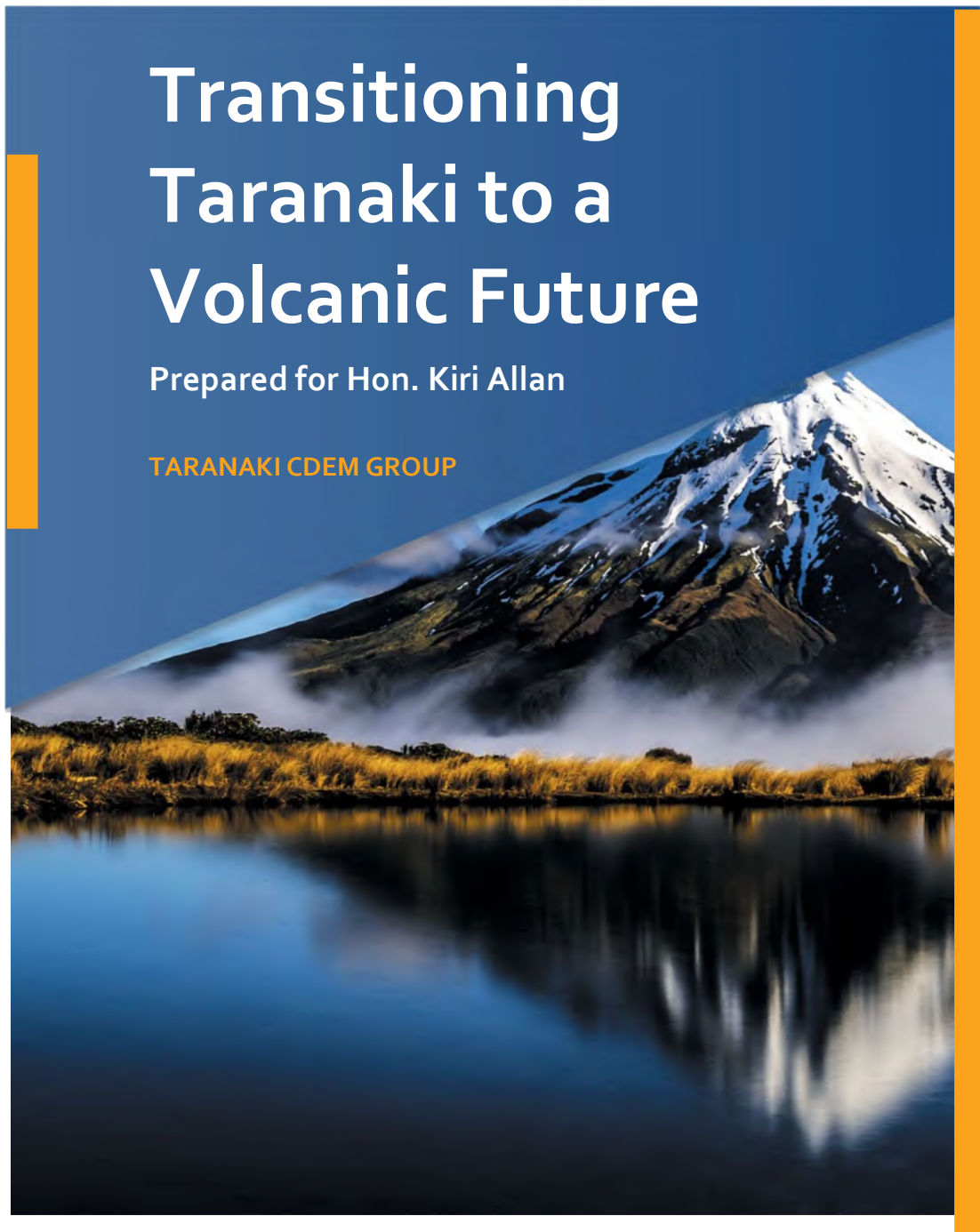
Name and position	Date	Signature
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Programme executive / owner – Sven Hanne		
Programme sponsor: Todd Velvin		
Programme manager: Craig Campbell-Smart		

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APPENDIX 1: Reference Documents

Transitioning Taranaki to a Volcanic Future Overview



Background to *Transitioning Taranaki*

New Zealand universities have been supporting research on the Taranaki volcano for many years, though at a relatively limited level.

The Transitioning Taranaki to a Volcanic Future project will make a significant impact in this research area, particularly on how we prepare our communities and regional economy for long-term volcanic disruption.

The research received a 2019 Endeavour Fund grant of \$13,676,785 plus GST over five years, making it the second largest project in that funding round.

Transitioning Taranaki to a Volcanic Future is led by Auckland University, who collaborate with a range of researchers from local and international universities, Crown Research Institutes, and businesses.

This Endeavour Fund grant is in addition to the existing funding from the Resilience to Nature's Challenge rural and volcanic streams of approximately \$1 million over the same five-year period.

The aims of the project

The focus of *Transitioning Taranaki to a Volcanic Future* is the economic and social effects from a long-term, ongoing disruption caused by volcanic eruptions.

One of the core project aims is to maintain economic growth by providing tools for various economic sectors (such as agriculture, tourism, infrastructure) to adapt to a volcanic future.

New Zealand's risk management and resilience-building practices have traditionally been shaped by a sequential and orderly model – starting with risk reduction and readiness, going into response, then moving into recovery.

The project will force a radical rethink of this approach. The project will tackle the problem "what if a hazard event started and never stopped?"

The historic record for Taranaki shows that eruption episodes could last for decades or longer, which will disrupt the typical "disaster cycle" of response to recovery.

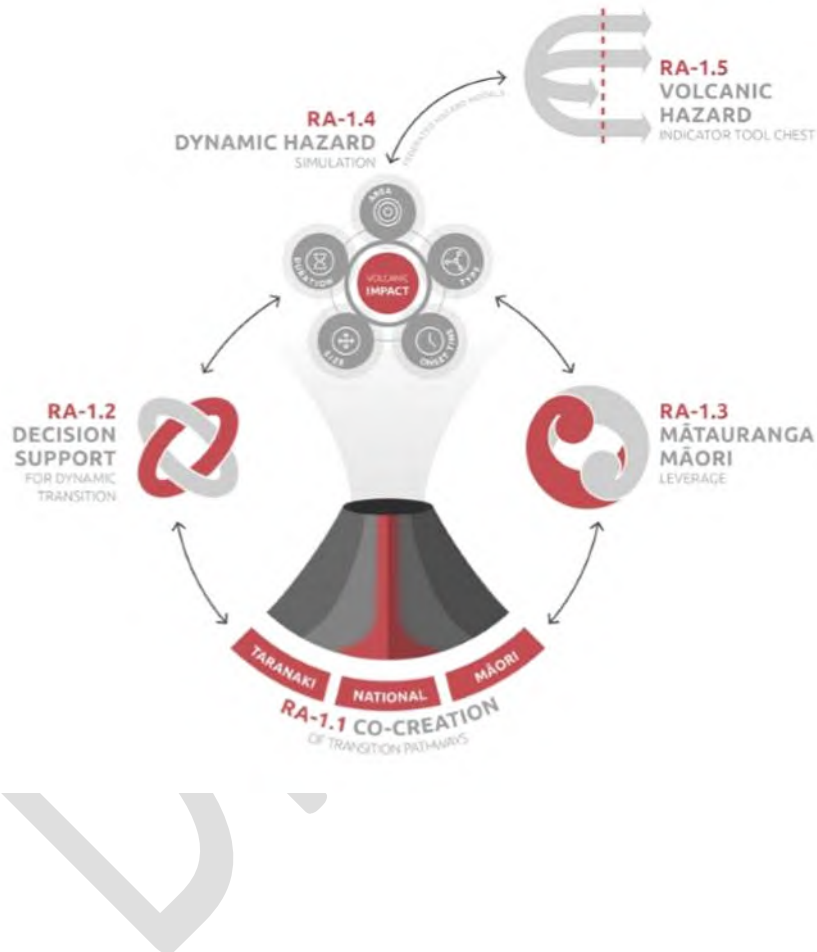
The Taranaki economy, particularly areas downwind in an ash fallout zone, may face daily to weekly disruptions of transport and energy sectors, poisoning of waterways, and pastures and crops. This will be accompanied by fatigue and fear of future eruptions among the community.

Research Aims

The project will develop new science in five areas, with a strong focus on modelling volcanic impacts:

- RA 1.1 co-creation of new decision-support processes for adaptation to ongoing disruption under deep uncertainty;
- RA 1.2 development of a multiscale spatial and temporal socioeconomic modelling toolkit to forecast local, regional and national impacts that considers ongoing changes in hazard/consequence state and adaptation strategy;

- RA 1.3 revive and build on to Mātauranga Māori and Mātauranga-ā-iwi knowledge to support Māori business and community adaptation;
- RA 1.4 construct new probabilistic statistical frameworks that integrate multi-volcanic hazard and apply predictive volcanic potential variables during dynamic, long-term hazard episodes, and
- RA 1.5 address a fundamental scientific weakness in the global evaluation of volcanic hazards by discovering geochemical or geophysical indicators that have predictive power of volcanic potential on a time cycle relevant for communities and business.



What the project will mean for the Taranaki CDEM group

This project will assist the Taranaki CDEM group to:

- better predict when an eruption is imminent and make evacuation decisions,
- understand how each eruption or period of unrest is likely to develop,
- know what the impacts of each type of eruption are likely to be on infrastructure, people and the economy,
- make better decisions during responses and recovery phases,
- understand and help the region to adapt and thrive during long periods of unrest/eruptions.

The outcomes of the project will directly feed into the next iteration of the Taranaki CDEM Volcanic Response/Recovery Plan project, which began in July 2020.

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Investment Logic Mapping Overview

Investment Logic Mapping (ILM) is a very structured process and is mostly used in infrastructure projects where there is a singular investor.

ILM create a clear investment story in plain English on a single page and depict the logic that underpins the investment. It defines:

- What is the problem?
- What benefits will be delivered
- What is the preferred response?
- What is the recommended solution

This is a complex investment to develop an ILM for given there is:

- Multiple investors
- Multiple stakeholders
- High public accountability
- Measuring benefits difficult

Investment Logic Mapping Investment Concept Brief

Taranaki Civil Defence Emergency Management		
Working together to reduce Taranaki Mounga's volcanic impacts on Taranaki		
INVESTMENT CONCEPT BRIEF		
Context	What is the compelling reason this investment should be considered further? Now is the ideal time to invest in enhancing regional coordination in Taranaki, as the likelihood of a volcanic eruption is 30-50% in the next fifty years, making it crucial to act proactively rather than reactively. Building on the momentum from the He Mounga Puia research programme, which has already provided valuable scientific insights, this is a realistic starting point to further strengthen the region's preparedness. By investing now, we can ensure that we are well-positioned to leverage national initiatives like the catastrophic planning programme, aligning local efforts with broader national strategies. This approach sustains progress and sets a foundation for long-term resilience by integrating science, planning, and coordination across the region.	
Cost	What are the likely costs of this investment? Operational costs, if significant Operational costs	Cost (range) \$80,000-150,000
Time	What are the expected timeframes for the key deliverables? Update the Plan Exercise scenario developed Exercise held Exercise report shared Next steps approved	Time from funding 0-12m 0-15m 0-18m 18-24m 20-24m
Risks H: High M: Medium L: Low	What are the primary risks to the success of this investment in delivering the benefits? Another event occurs, and the work programme is postponed to manage the event Governance is unsupportive of the interventions Loss of institutional knowledge through resignation or redundancy Scope creep	Risk H H H H
Dis-benefits H: High M: Medium	What negative impacts are likely to occur by successfully implementing this solution? Less time on other aspects of emergency management delivery The perception that progress is slow	Impact M L
Inter	What external conditions are critical to the success of this investment?	Criticality
Dependencies	Reliant on support from the research community to continue to provide capacity Reliant on partner's work programmes & their priorities	M L
Policy Alignment	What is the primary policy to which this investment will contribute? This option aligns with the following: - Taranaki Emergency Management Group Plan - National Disaster Resilience Strategy - National Plan - Local Councils Long Term Plans - Resource Management Act - Natural Hazards Commission Toka Tū Ake Strategy	

Managing Uncertainty	What are the main uncertainties in the external operating environment that may affect the investment's future benefit delivery? The main uncertainties are that an eruption will occur, problems will deepen and increase in complexity, and role clarity will remain unclear given the current systems and legal framework. Is a real options workshop required during business case development? No – this is the most feasible option within the current resourcing.			
Investor	Who is the senior person who will ultimately be responsible for delivering the identified benefits? Todd Velvin Group Manager Signature 01/11/2024			

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Investment Logic Mapping Response Option #2 (APPROVED OPTION)

Taranaki Civil Defence Emergency Management

Working together to reduce Taranaki Mounga's volcanic impacts on Taranaki

RESPONSE OPTIONS ANALYSIS

Option 2: Enhancing regional coordination

This option focuses on developing a new, up-to-date Plan that details agreed roles and responsibilities and is shared with users. It includes conducting a regional exercise using a scenario that details the scale of the impacts. Use the outcomes of the exercise to understand each agency's current capabilities, test interagency collaboration, and explore practical solutions to challenges. A risk and management 'stocktake' or assessment would occur to inform future planning and mitigation strategies.

Interventions	%
1 Develop & share with users an up-to-date Plan that outlines specific roles and responsibilities for those involved in the Plan.	15
2 Conduct a regional exercise using a scenario that details the scale of impacts and use the outcomes of the exercise to understand each agency's capabilities, test interagency collaboration, and explore practical solutions to challenges.	25
3 Complete a risk and management 'stocktake' or assessment to highlight gaps and areas for improvement, informing future planning and mitigation strategies.	15
4 Scope and design the next steps for regional response efforts, focusing on critical priority areas for enhancing regional coordination	45

Benefit score	Capital	Time Range	Ranking	Options workshop required?
175%	\$150,000	0-24 months	1	No

Risks and Uncertainty
1 Another event occurs, and the work programme is postponed to manage the event — HIGH.
2 Governance is unsupportive of the interventions — HIGH.
3 Loss of institutional knowledge through resignation or redundancy — HIGH
4 Scope creep — HIGH

Disbenefits
1 Less time on other aspects of emergency management delivery - Medium
2 The perception that progress is slow - LOW

Interdependencies	
1	Reliant on support from the research community to continue to provide capacity
2	Reliant on partner's work programmes & their priorities

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APPENDIX 2: Project Descriptions

Stage #1 – Volcanic Risk Assessment – Threat to Life

Description:

Identify and understand the proximal source volcanic risks from the volcanic vent that pose a direct threat to life.

Goals:

- Draw on available science to describe near source volcanic phenomena.
- Conduct a risk assessment on near source volcanic risks, identify impacts and current controls and gaps.

Key Inputs:

- Probabilistic modelling on ground hugging volcanic risks.
- HMP Outputs and Risk Management Implications.
- GIS system to map to analyse hazard exposures.

Key Outputs:

- Volcanic Risk Assessment Threat to Life Report that identifies:
 - Assessment of proximal source volcanic risks and impacts.
 - Identify where existing controls, plans and practices are effectively managing risk.
 - Identify where gaps may exist.
 - Identify new resilience and readiness opportunities.

Timeline:

- Commencement April 2025
- Completed November 2025

Resources:

- Volcanic research community.
- Stakeholders required to directly manage threat to life impacts.
- Stakeholders responsible for management of Te Papa-Kura-o-Taranaki (formerly Egmont National Park).

Project Risks:

- Performance risk: Stakeholder engagement stalls or required inputs not made available.
- Conflict: Project does not meet Stakeholder expectations.

Stage #2 – Volcanic Unrest and Response Plan – update existing to catastrophic plan

Description:

A major update to TEMOs existing Volcanic Response Plan based on evidenced risks to life (stage #1) and to improve the depth of response operational planning to incorporate recent national Catastrophic Planning developments.

Goals:

- Review existing Volcanic Unrest Response Plan 2015.
- Major update to plan and address surfaced risk mitigations and readiness gaps to direct threat to life.
- Incorporate planning for catastrophic level impacts as the Taranaki regions maximum credible event.

Key Inputs:

- Volcanic Risk Assessment – Threat to Life Report.
- National Catastrophic Planning guidance.

Key Outputs:

- Updated Volcanic Unrest & Response Catastrophic Plan

Timeline:

- Commencement December 2025
- Completed June 2026

Resources:

- Stakeholders required to directly manage threat to life impacts.
- Stakeholders responsible for management of Te Papa-Kura-o-Taranaki (formerly Egmont National Park).
- National Emergency Management Agency planning support.
- Regional Advisory Groups input into response coordination.

Project Risks:

- Performance risk: Stakeholder engagement stalls or required inputs not made available.
- Conflict: Project does not meet Stakeholder expectations.
- Conflict: Differing views between Agency responsibilities and actions.
- Scope creep: Pressure to incorporate distal source disruption within response plan.
- External risks: Changes to national expectations, roles and responsibilities impedes plan development.

Stage #3 – Volcanic Risk Assessment – Systemic Disruption

Description:

Identify and understand the distant source volcanic risks from the volcanic vent that pose direct and indirect impacts to community, such as service and infrastructure outages and cascading failures.

Goals:

- Draw on available science to describe distant source volcanic phenomena.
- Conduct a risk assessment on distant source volcanic risks, identify impacts and current controls and gaps.

Key Inputs:

- Probabilistic modelling on ground hugging volcanic risks.
- Taranaki Mouna eruption scenarios developed by Weir et al. (2022)³.
- HMP Outputs and Risk Management Implications.
- GIS system to map to analyse hazard exposures.

Key Outputs:

- Risk Assessment Systemic Disruption Report that identifies:
 - Assessment of distant source volcanic risks and impacts.
 - Assessment of cascading and cumulative impacts from volcanic disruption.
 - Identify where existing controls, plans and practices are effectively managing risk.
 - Identify where gaps may exist.
 - Identify new resilience and recovery opportunities.

Timeline:

- Commencement July 2026
- Completed November 2027

Resources:

- Volcanic research community.
- Stakeholders required to directly manage distant source volcanic impacts.
- National Emergency Management Agency planning support.
- Regional Advisory Groups input into recovery coordination.

Project Risks:

- Performance risk: Stakeholder engagement stalls or required inputs not made available.
- Conflict: Project does not meet Stakeholder expectations.

³ Alana M. Weir, Stuart Mead, Mark S. Bebbington, Thomas M. Wilson, Sarah Beaven, Teresa Gordon, Craig Campbell-Smart (2022). A modular framework for the development of multi-hazard, multi-phase volcanic eruption scenario suites. *Journal of Volcanology and Geothermal Research*, 427 (2022) 107557.

Stage #4 - Volcanic Disruption and Recovery Plan

Description:

Develop a new plan that canvases management options for sustained systemic impacts to the region (previously assessed in stage 3) and complements and continues from the life safety response plan.

Goals:

- Creation of new plan to address risk mitigations, readiness and recovery gaps for sustained systemic volcanic impacts.
- Conduct pre-disaster recovery planning to identify potential issues, develop strategies, and prepare work plan to build the necessary resources and systems in advance.
- Identify volcanic impacts that are unable to be managed within existing regional resources.

Key Inputs:

- Risk Assessment Systemic Disruption Report.
- National Catastrophic Planning guidance.
- Pre Disaster Recovery Planning Guide (in development).

Key Outputs:

- Volcanic Disruption and Recovery Plan that identifies:
 - Assessment of distance source volcanic risks and impacts.
 - Identify where existing controls, plans and practices are effectively managing risk.
 - Identify where gaps may exist.
 - Identify new resilience and recovery opportunities.

Timeline:

- Commencement December 2027
- Completed June 2028

Resources:

- Stakeholders required to directly manage threat to life impacts.
- Volcanic research community.
- Stakeholders required to directly manage distant source volcanic impacts.
- National Emergency Management Agency planning and recovery support.
- Regional Advisory Groups input into recovery coordination.

Project Risks:

- Performance risk: Stakeholder engagement stalls or required inputs not made available.
- Conflict: Project does not meet Stakeholder expectations.
- Conflict: Differing views between Agency responsibilities and actions.
- Scope creep: Pressure to incorporate national level impacts within disruption and recovery plan.
- External risks: Changes to national expectations, roles and responsibilities impedes plan development.

Stage #5 – Volcanic Risk Reduction – Investment Plan

Description:

Evaluation of programme outcomes and scoping of improvement areas for the advancement of volcanic operational readiness. Includes creation of an investment plan to source external funding.

Goals:

- Undertake programme evaluation to identify continuous improvement and plan next stage enhancements.
- Establish a Volcanic Resilience Partnerships and Funding Plan to seek investment in addressing identified response and recovery gaps.

Key Inputs:

- Programme Management Plan.
- Volcanic Risk Assessment Threat to Life Report.
- Volcanic Risk Assessment Systemic Disruption Report.
- Volcanic Unrest & Response Catastrophic Plan.
- Volcanic Disruption and Recovery Plan.

Key Outputs:

- Validate response and recovery plans through a multi-day, multi-phased regional scale volcanic scenario exercise.
- Identifying needs and goals through risk mitigation gap analysis.
- Volcanic Resilience Investment plan that delivers:
 - Market research.
 - Business plan.
 - Budget and financial projections.

Timeline:

- Commencement July 2028
- Completed December 2028

Resources:

- Stakeholders involved in previous programme stages.
- Volcanic research community.
- National Emergency Management Agency.
- Regional Advisory Groups.

Project Risks:

- Performance risk: Stakeholder engagement stalls or required inputs not made available.
- Conflict: Project does not meet Stakeholder expectations.
- Conflict: Differing views between Agency responsibilities and actions.
- Scope creep: Pressure to incorporate national level impacts within disruption and recovery plan.
- External risks: Changes to national expectations, roles and responsibilities impedes plan development.

APPENDIX 3: Engagement List

Stakeholders

Emergency Management

Organisations with statutory responsibility to lead and coordinate natural disasters.

Stakeholder	Project Steps ⁴	Desired outcome	How	Who to facilitate
National Emergency Management Agency	1, 2, 3, 4, 5	- Provide national CDEM perspectives into operational planning. - Understand national level volcanic risks and response capability gaps. - Input into coordination of operational arrangements for response and recovery. - Incorporation of volcanic risks and impacts in response plans.	- Consultation of Catastrophic Risk planning. - Consultation on risk assessment and operational plans.	- Project Sponsor - Project Manager
Manawatu-Whanganui CDEM Group	1, 3, 4	- Provide a neighbouring CDEM Group perspective into operational planning. - Understand cascading regional impacts from volcanic risks and response capability gaps.	- Attendance at Central Plateau Volcanic Advisory Group meetings. - Consultation of Catastrophic Risk planning. - Consultation on risk assessment and operational plans.	- Project Sponsor - Project Manager - Senior Planning Advisor
Waikato Regional CDEM Group	1, 3, 4	- Provide a neighbouring CDEM Group perspective into operational planning. - Understand cascading regional impacts from volcanic risks and response capability gaps.	- Attendance at Central Plateau Volcanic Advisory Group meetings. - Consultation of Catastrophic Risk planning. - Consultation on risk assessment and operational plans.	- Project Sponsor - Project Manager - Senior Planning Advisor
Emergency Services – See below section.	n/a	•	•	•

Emergency Services

First response organisations and managers of highly exposed public land.

Stakeholder	Project Steps	Desired outcome	How	Who to facilitate
Department of Conservation	2, 4	- Provide DOC land management perspectives into operational planning. - Understand volcanic risks and response capability gaps. - Incorporation of volcanic risks and impacts in business continuity, crisis management, response plans, and asset management plans.	- Broad engagement via Taranaki Seismic Advisory Group. - Consultation on risk assessment and operational plans.	- Project Manager - TEMO Operational Readiness Advisor
Fire and Emergency NZ	2, 3, 4	Provide FENZ first response perspectives into operational planning.	Broad engagement via Readiness and Response Advisory Group.	Project Manager

⁴ #1 Volcanic risk assessment – threat to life, #2 Volcanic response plan – update existing to catastrophic plan, #3 Volcanic risk assessment – systemic disruption, #4 Volcanic disruption and recovery plan, #5 Volcanic risk reduction – investment plan.

Taranaki Civil Defence Emergency Management Joint Committee - Volcanic Programme Management Plan

Stakeholder	Project Steps	Desired outcome	How	Who to facilitate
		- Understand volcanic risks and response capability gaps. - Incorporation of volcanic risks and impacts in response plans.	Consultation on risk assessment and operational plans.	TEMO Operational Readiness Advisor
NZ Police	2, 3, 4	- Provide Police perspectives into operational planning. - Understand volcanic risks and response capability gaps. - Incorporation of volcanic risks and impacts in response plans.	- Broad engagement via Readiness and Response Advisory Group. - Consultation on risk assessment and operational plans.	- Project Manager - TEMO Operational Readiness Advisor
St John Ambulance / Hato Hone St John	2, 3, 4	- Provide ambulance perspectives into operational planning. - Understand volcanic risks and response capability gaps. - Incorporation of volcanic risks and impacts in response plans.	- Broad engagement via Readiness and Response Advisory Group. - Consultation on risk assessment and operational plans.	- Project Manager - TEMO Operational Readiness Advisor
Red Cross Disaster Welfare and Support Team (DWST)	2	- Provide DWST perspectives into operational planning. - Understand volcanic risks and response capability gaps.	- Broad engagement via Readiness and Response Advisory Group. - Consultation on risk assessment and operational plans.	- Project Manager - TEMO Operational Readiness Advisor

Iwi / Maori

Mana Whenua of Taranaki with customary authority within the region.

Stakeholder	Project Steps	Desired outcome	How	Who to facilitate
Todd thoughts on this...? Via Nga Iwi o Taranaki?	1, 2, 3, 4, 5	- Provide Te Ao Māori cultural perspectives into operational planning. - Understand volcanic risks and response / recovery capability gaps. - Input into coordination of operational arrangements for response and recovery.		

Lifeline Organisations

Key critical infrastructure organisations severely impacted by volcanic eruption, resulting in cascading failures, disruption and loss of service.

Stakeholder	Project Steps	Desired outcome	How	Who to facilitate
Firstgas	1, 3, 4	- Understand volcanic risks and response / recovery capability gaps. - Incorporation of volcanic risks and impacts in business continuity, crisis management, response plans, and asset management plans. - Consideration of Gas Sector Coordinating responsibilities for volcanic eruption.	- Broad engagement via Lifelines Advisory Group. - Consultation on risk assessment and operational plans. - Input and review of agency response plans.	- Project Manager - Lifelines Programme Manager

Taranaki Civil Defence Emergency Management Joint Committee - Volcanic Programme Management Plan

Stakeholder	Project Steps	Desired outcome	How	Who to facilitate
Transpower	1, 3, 4	- Understand volcanic risks and response / recovery capability gaps. - Incorporation of volcanic risks and impacts in business continuity, crisis management, response plans, and asset management plans.	- Broad engagement via Lifelines Advisory Group. - Consultation on risk assessment and operational plans.	- Project Manager - Lifelines Programme Manager
Powerco	1, 3, 4	- Understand volcanic risks and response / recovery capability gaps. - Incorporation of volcanic risks and impacts in business continuity, crisis management, response plans, and asset management plans.	- Broad engagement via Lifelines Advisory Group. - Consultation on risk assessment and operational plans.	- Project Manager - Lifelines Programme Manager
NZTA	1, 3, 4	- Understand volcanic risks and response / recovery capability gaps. - Incorporation of volcanic risks and impacts in business continuity, crisis management, response plans, and asset management plans.	- Broad engagement via Lifelines Advisory Group. - Consultation on risk assessment and operational plans.	- Project Manager - Lifelines Programme Manager
Local Road Controlling Authorities - District Councils	1, 3, 4	- Understand volcanic risks and response / recovery capability gaps. - Incorporation of volcanic risks and impacts in business continuity, crisis management, response plans, and asset management plans.	- Broad engagement via Lifelines Advisory Group. - Consultation on risk assessment and operational plans.	- Project Manager - Lifelines Programme Manager
Taranaki Hospital	1, 3, 4	- Understand volcanic risks and response / recovery capability gaps. - Incorporation of volcanic risks and impacts in business continuity, crisis management, response plans, and asset management plans.	- Broad engagement via Lifelines Advisory Group. - Consultation on risk assessment and operational plans.	- Project Manager - Lifelines Programme Manager
3 Waters – District Councils or new regional entity	1, 3, 4	- Understand volcanic risks and response / recovery capability gaps. - Incorporation of volcanic risks and impacts in business continuity, crisis management, response plans, and asset management plans.	- Broad engagement via Lifelines Advisory Group. - Consultation on risk assessment and operational plans.	- Project Manager - Lifelines Programme Manager

Advisory Groups and Networks

Existing Taranaki Emergency Management sector groups, and established networks that can be leveraged.

Stakeholder	Project Steps	Desired outcome	How	Who to facilitate
Coordinating Executive Group (CEG)	1, 2, 3, 4, 5	- Receive and approve project stage outputs. - Understand volcanic risks and response / recovery capability gaps.	Committee papers prepared introducing project report outputs.	Project Sponsor
Lifelines Advisory Group (LAG)	1, 2, 3, 4, 5	- Provide expert critical infrastructure network perspectives into operational planning. - Understand and input into volcanic risk gaps. - Understand volcanic risks and response / recovery capability gaps. - Input into coordination of operational arrangements for response and recovery.	- Regular programme agenda item at meetings. - Consultation on risk assessments focused on cascading failures and interdependencies. - Consultation on operational plans.	- Project Manager - Chair of LAG - TEMO Advisor to Group
Readiness and Response Advisory Group (RARAG)	1, 2, 3, 4, 5	Provide expert emergency services perspectives into operational planning.	- Regular programme agenda item at meetings. - Consultation on operational plans.	Project Manager

Taranaki Civil Defence Emergency Management Joint Committee - Volcanic Programme Management Plan

Stakeholder	Project Steps	Desired outcome	How	Who to facilitate
		- Understand volcanic risks and response / recovery capability gaps. - Input into coordination of operational arrangements for response and recovery.	Bespoke meetings to explore programme elements and negotiate operational responsibilities.	- Chair of RARAG - TEMO Advisor to Group
Regional Public Service (RPS)	1, 2, 3, 4, 5	- Provide expert government public service perspectives into operational planning. - Understand and input into volcanic risk gaps. - Understand volcanic risks and response / recovery capability gaps. - Input into coordination of operational arrangements for response and recovery.	- Regular programme agenda item at meetings. - Consultation on risk assessments. - Consultation on operational plans.	- Project Sponsor - Project Manager - Regional Public Service Lead
Rural Coordinating Group (RCG)	1, 2, 3, 4, 5	- Provide expert rural and primary sector perspectives into operational planning. - Understand volcanic risks and response / recovery capability gaps.	- Regular programme agenda item at meetings. - Consultation on operational plans. - Bespoke meetings to explore programme elements and negotiate operational responsibilities.	- Project Manager - Chair of RCG - TEMO Advisor to Group
Risk Reduction Advisory Group (RRAG)	1, 2, 3, 4, 5	- Provide risk considerations into risk assessment and operational planning from regional and district council members. - Understand and input into volcanic risk.	- Regular programme agenda item at meetings. - Consultation on risk assessments.	- Project Manager - Chair of RRAG - TEMO Advisor to Group
TEMO Extended Team Meeting	1, 2, 3, 4, 5	Regularly communicate programme steps and outputs with local authorities.	- Regular programme agenda item at meetings. - Consultation on operational plans. - Bespoke meetings to explore programme elements and negotiate operational responsibilities.	Project Manager
Taranaki Seismic Advisory Group (TSVAG)	1, 2, 3, 4, 5	- Provide science expertise into risk assessments. - Operational arrangements for science advice for response / recovery. - Interested party in post programme resilience investment plan.	- Regular programme agenda item at bi-annual meetings. - Bespoke meetings to explore programme elements and negotiate operational responsibilities.	- Project Manager - Chair of RCG - TEMO Advisor to Group
Welfare Coordination Group (WCG)	1, 2, 3, 4, 5	- Provide expert social service perspectives into operational planning. - Understand volcanic risks and response / recovery capability gaps.	- Regular programme agenda item at meetings. - Consultation on operational plans. - Bespoke meetings to explore programme elements and negotiate operational responsibilities.	- Project Manager - Chair of RCG - TEMO Advisor to Group

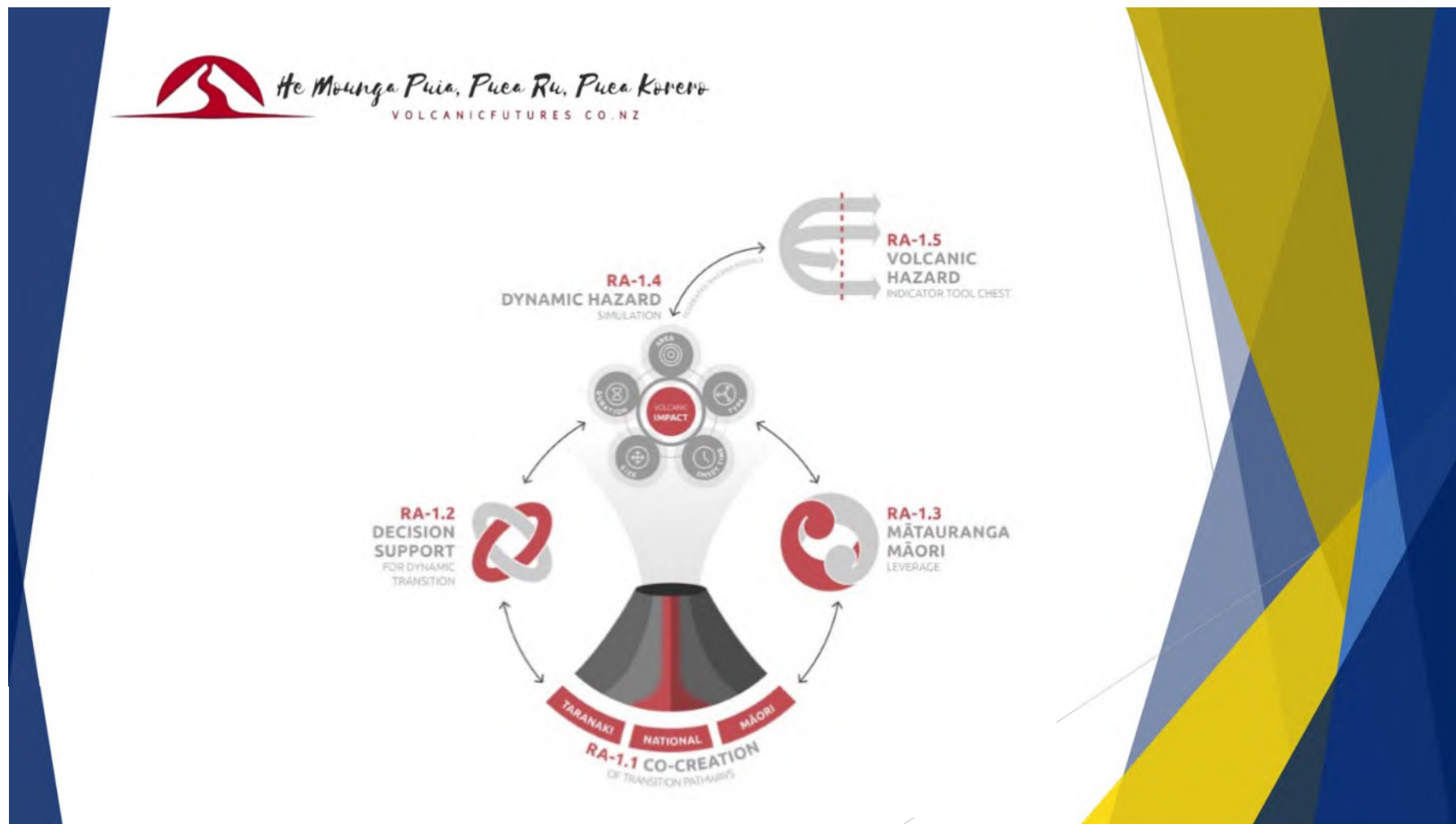
Taranaki Volcano Operational Planning

April 2025



Active volcanoes of NZ (above the water)





Research Aims : Benefits for Taranaki CDEM Group



BETTER PREDICT
WHEN AN
ERUPTION IS
IMMINENT AND
MAKE EVACUATION
DECISIONS



UNDERSTAND HOW
EACH ERUPTION
OR PERIOD OF
UNREST IS LIKELY
TO DEVELOP



KNOW WHAT THE
IMPACTS OF EACH
TYPE OF ERUPTION
ARE LIKELY TO BE
ON
INFRASTRUCTURE,
PEOPLE AND THE
ECONOMY



MAKE BETTER
DECISIONS DURING
RESPONSES AND
RECOVERY PHASES



UNDERSTAND AND
HELP THE REGION
TO ADAPT AND
THRIVE DURING
LONG PERIODS OF
UNREST /
ERUPTIONS

“What if a hazard event started and never stopped?”



The Hazards

Vent destruction



Earthquakes



Deformation



Ballistics



Tsunami



Pyroclastic flows



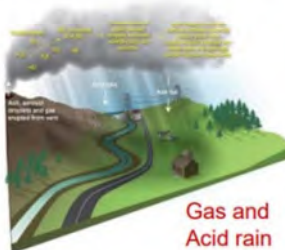
Lahars



Geothermal



Lava

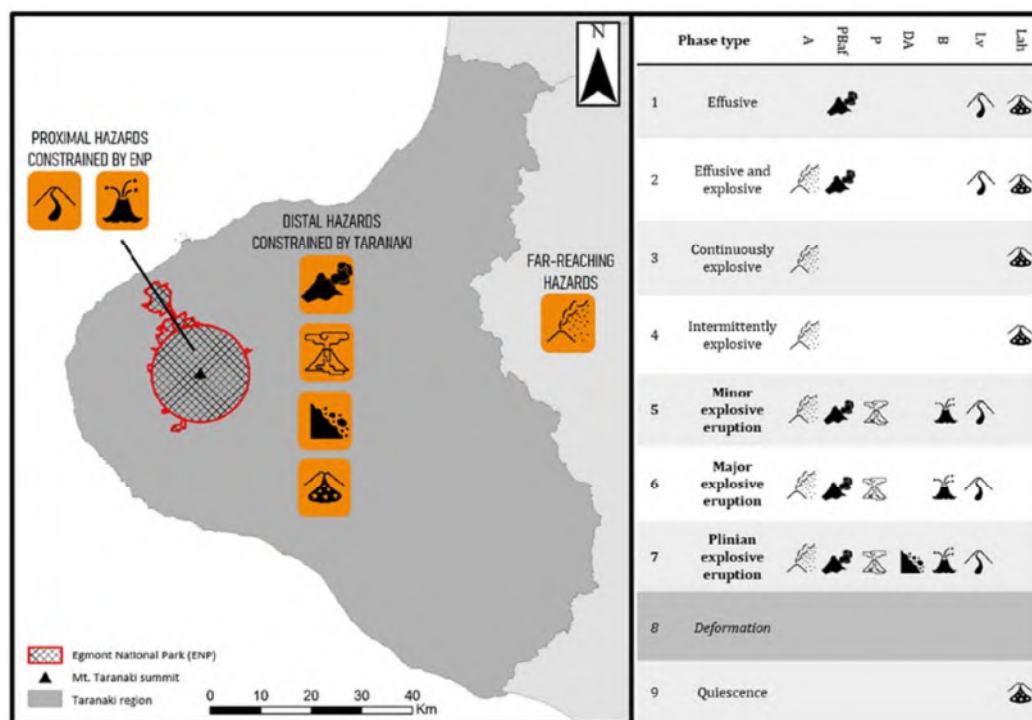


Ash



+Fire, Lightning, shockwave

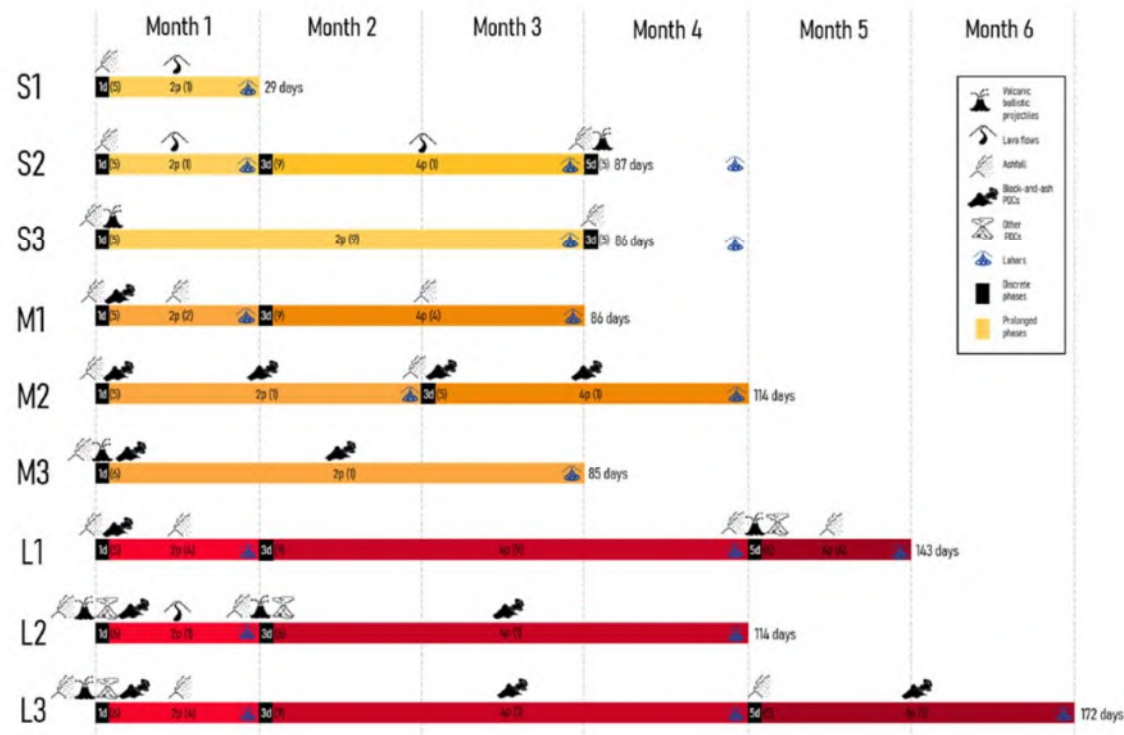
Near Source and Distant Source Risks



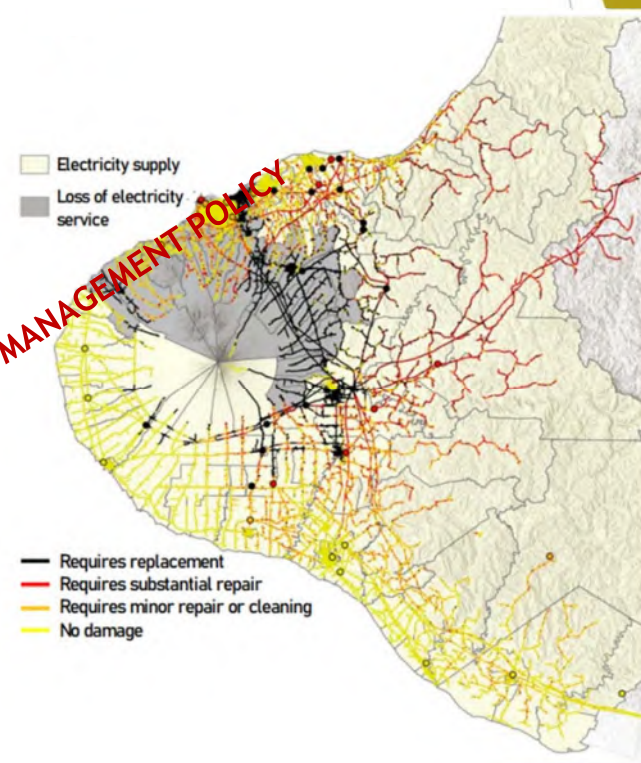
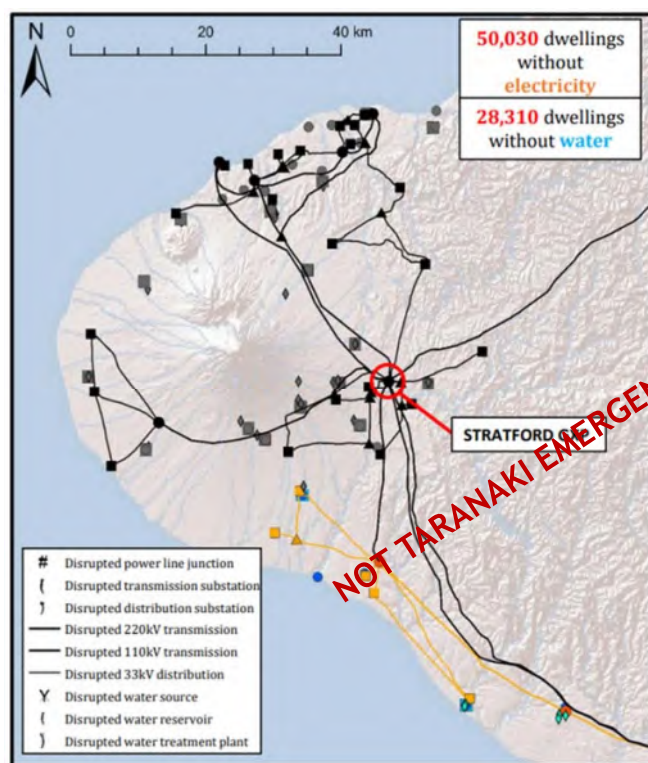
Differing Hazard Exposures



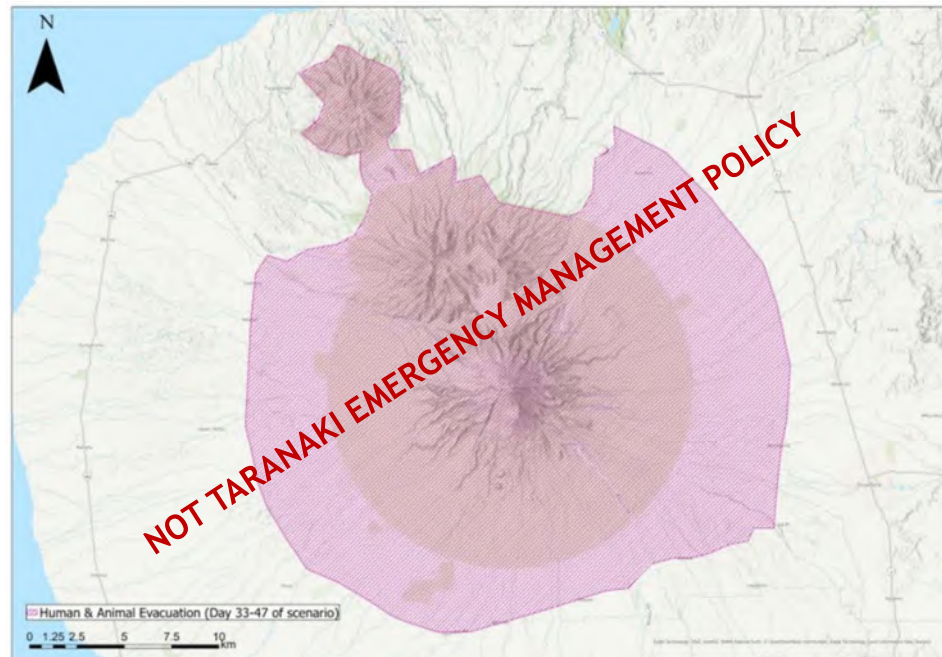
Different Eruption Styles and Sizes



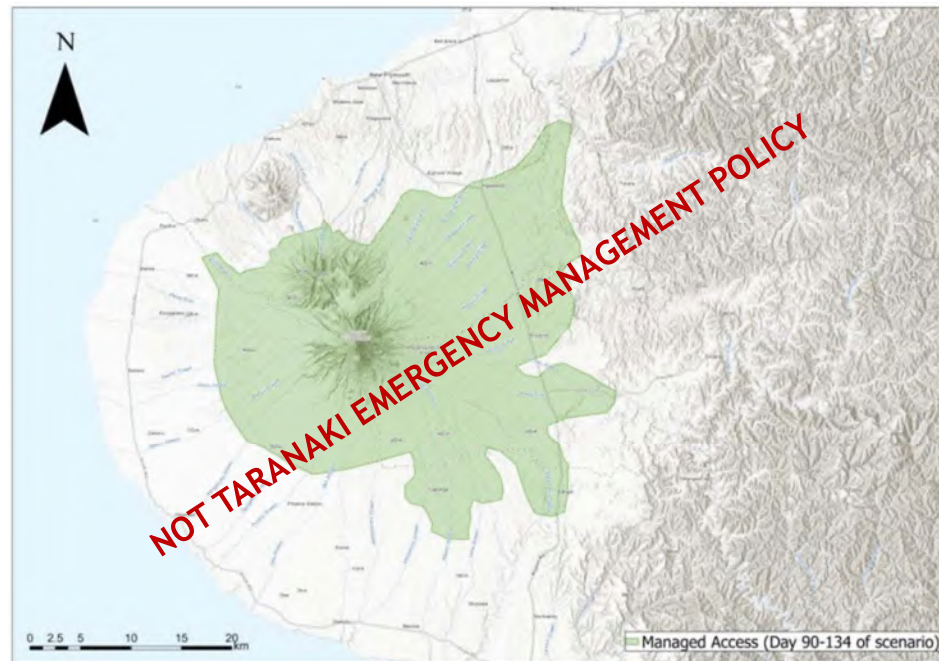
Direct vs Indirect Impacts - ELECTRICITY



Direct vs Indirect Impacts - EVACUATIONS



Direct vs Indirect Impacts - MANAGED ACCESS

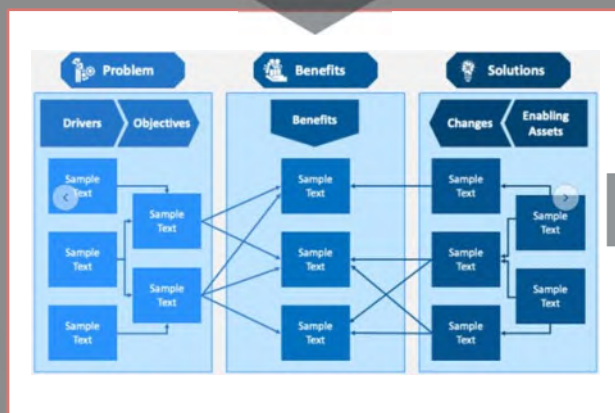
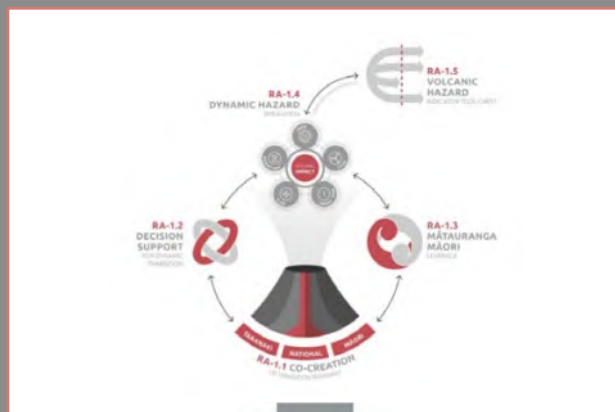




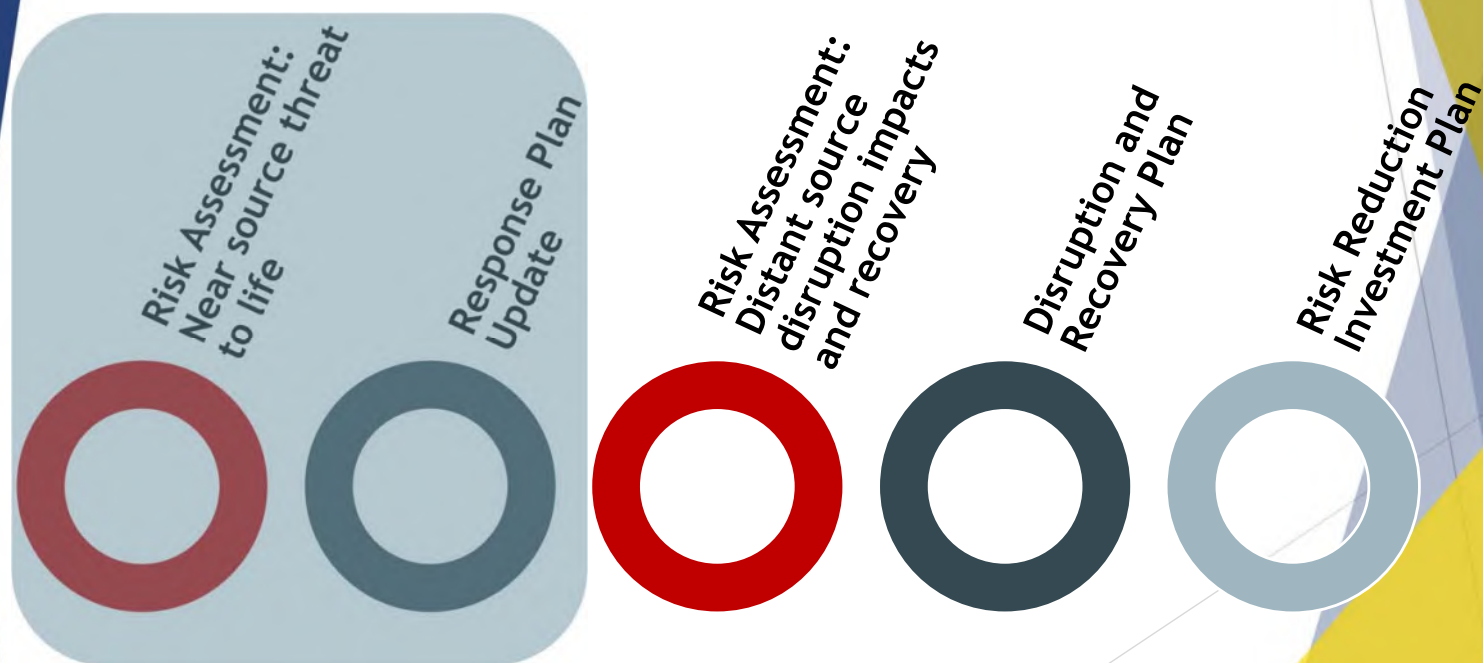
► Where to next...?

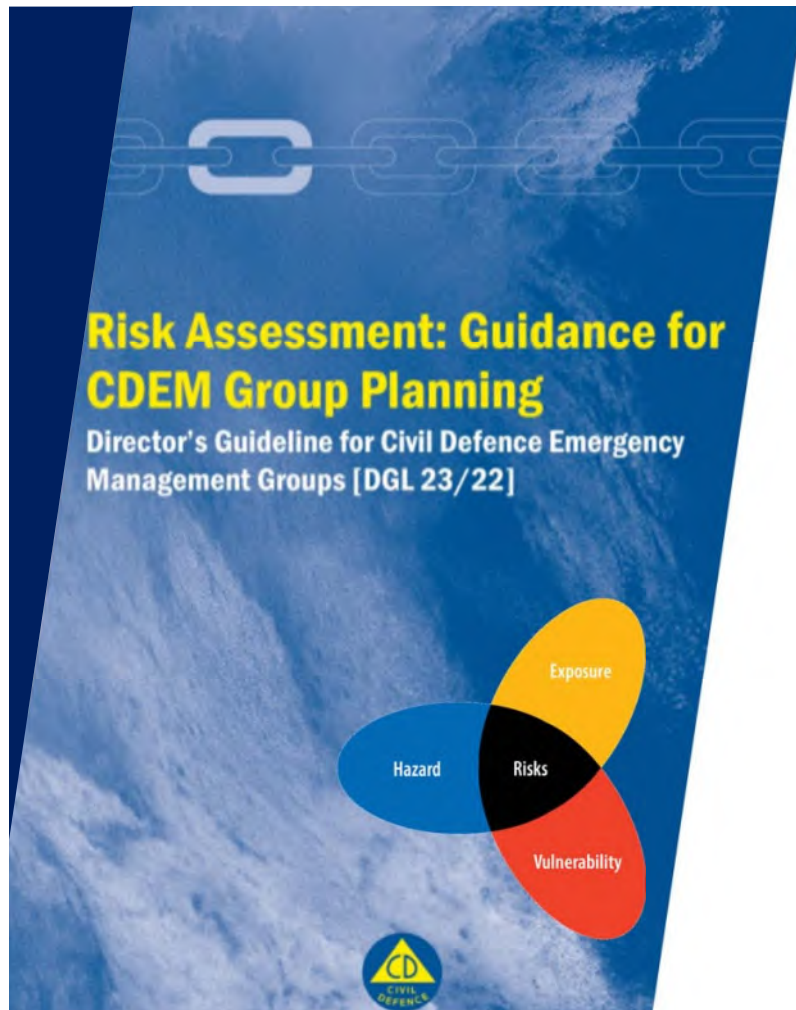
Translating Science into Operational Practice





Volcanic Operational Planning - Programme Approach





Gain greater granularity in our risk understanding.



Assess what risks are reducing, staying constant or likely to increase overtime.



Identify where existing controls, plans and practices are effectively managing risk (risk stock take).



Identify where gaps may exist.



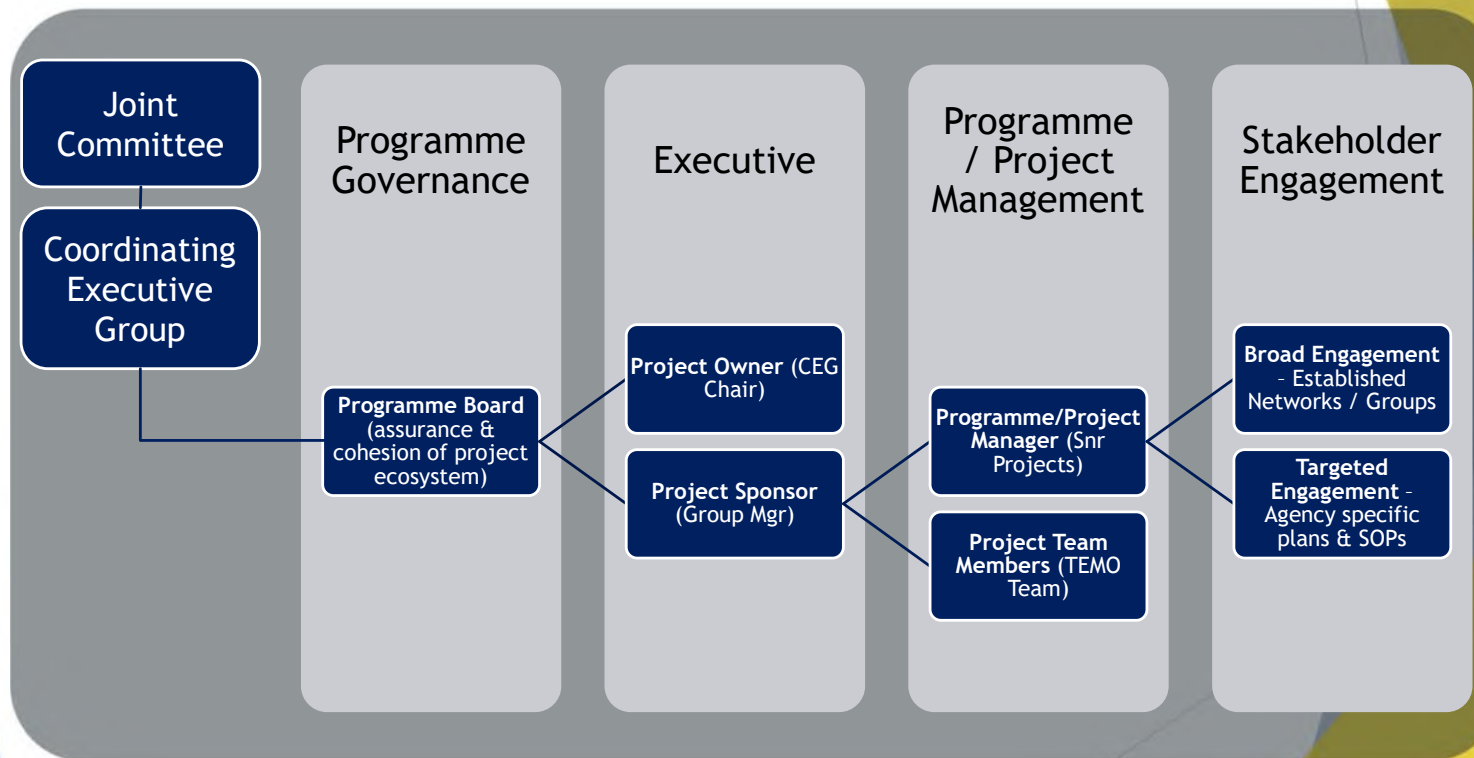
Identify new resilience opportunities.



Taranaki Volcanic Operational Planning – Programme Plan Timeframe



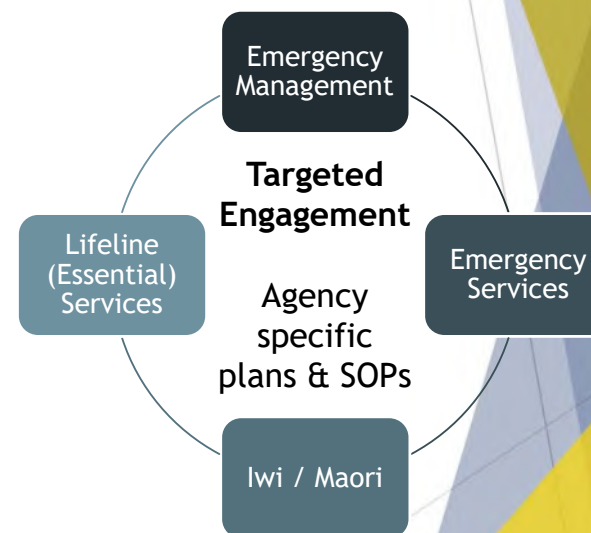
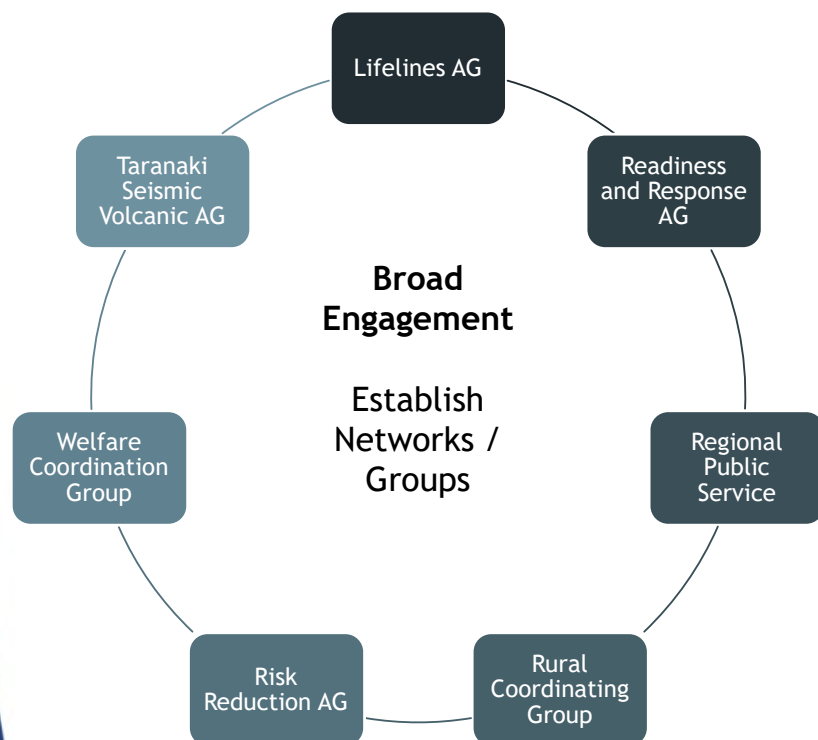
Programme Management Governance Structure



Stakeholder Engagement



Stakeholder Clusters



Questions?





Kia uruuru mai

Karakia to close meetings

Kia uruuru mai	Fill me with
Ā hauora	Vitality
Ā haukaha	Strength
Ā haumaia	Bravery
Ki runga, Ki raro	Above, below
Ki roto, Ki waho	Within, outwards
Rire rire hau	Let the wind blow and bind
Paimārie	Peace upon you

Nau mai e ngā hua

Karakia for kai

Nau mai e ngā hua	Welcome the gifts of food
o te wao	from the sacred forests
o te ngakina	from the cultivated gardens
o te wai tai	from the sea
o te wai Māori	from the fresh waters
Nā Tāne	The food of Tāne
Nā Rongo	of Rongo
Nā Tangaroa	of Tangaroa
Nā Maru	of Maru
Ko Ranginui e tū iho nei	I acknowledge Ranginui above and Papatūānuku
Ko Papatūānuku e takoto ake nei	below
Tūturu o whiti whakamaua kia	Let there be certainty
tina	Secure it!
Tina! Hui e! Taiki e!	Draw together! Affirm!

AGENDA AUTHORISATION

Agenda for the Taranaki Civil Defence Emergency Management Joint Committee meeting held on Thursday 7 August 2025.

Approved:



29 Jul, 2025 3:02:49 PM GMT+12

S J Ruru

Chief Executive